HR Job Redesign Toolkit

Welcome to HR Job Redesign! This toolkit is designed to support enterprises to explore HR technologies and implement Job Redesign through our 6-step methodology.

We recommend that you use this toolkit as a guide and adapt the necessary based on your circumstance.

Job Redesign Methodology

HR Technology Solutions

Use the menu at the bottom of the page to navigate the toolkit.

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JOB REDESIGN METHODOLOGY
1. Diagnose
2. Select intervention
3. Prioritise
4. Plan
5. Implement
6. Analyse

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6-step Job Redesign Methodology

| Needs Analysis | Job Analysis & Redesign | Transition Planning & Implementation |

CHANGE MANAGEMENT & COMMUNICATION STRATEGY

Step 1 ›
Diagnose Existing Processes and Jobs

Read more

Step 2 ›
Select Job Redesign Intervention

Read more

Step 3 ›
Identify Priority and Impact

Read more

Step 4 ›
Develop Action Plan

Read more

Step 5 ›
Conduct Job Redesign Implementation

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Step 6 ›
Post-Job Redesign Implementation Analysis

Read more

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Post-Job Redesign Implementation Analysis

Read more

- Understand strategic goals, key challenges and opportunities for Job Redesign
- Understand key challenges and pain points in existing HR processes
- Develop a roadmap for the Job Redesign effort

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Post-Job Redesign Implementation Analysis

Read more

- Conduct job analysis to understand work processes and impacted job roles that have the largest opportunity for redesign
- Identify possible modifications through:
  - Job tasks and responsibilities
  - Work flows
  - Physical working environment
  - Equipment, tools and/ or technology application

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- Once Job Redesign interventions are shortlisted, prioritise the modifications based on the resources required, impact to business as well as impact on the workforce

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Read more

- Map out a list of key activities to successfully roll out the Job Redesign effort
- Assign a person-in-charge and establish timelines to ensure success and sustainability of Job Redesign efforts

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- Pilot Job Redesign recommendations
- Conduct job shadowing/ activity analysis to observe the redesigned job roles and adopted changes

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- Assess effectiveness through key metrics and Key Performance Indicators (KPIs):
  - Increase in productivity (e.g. decrease in manning ratio, increased sales per employee, value-add per worker)
  - Improvements in customer experience

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Step 1

Diagnose Existing Processes and Jobs

Objectives

- Understand the strategic goals for your business
- Understand the key challenges and pain points of daily tasks and job responsibilities from the job holders' perspectives
- Understand the key opportunities for Job Redesign

Approaches

1A
Conduct interviews with senior management to understand business direction

Read more ›

1B
Facilitate discussions with line managers and job holders to identify the biggest gaps and pain points

Read more ›

1C
Assess and prioritise processes for Job Redesign and develop a Job Redesign roadmap

Read more ›

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Approach 1A

Conduct interviews with senior management to understand business direction

Next, learn about Approach 1B

Objectives

- Engage senior management to establish understanding of the company's strategic goals and key challenges, growth drivers as well as opportunities for Job Redesign

Detailed Activities

- Interview themes:

Company's Vision, Mission and Values	Growth and Business Direction (i.e. short-, mid- and long-term)	Core Business Model and Critical Capabilities
Key Challenges in Current Operations	Critical Success Factors to Support Transition Required to Achieve Future State	Guiding Principles for Job Redesign and Business Process Reengineering

Outputs

- Short-term and long-term goals of the company
- Organisational KPIs/ targets
- Challenges that need to be addressed in order to achieve goals
- Emerging and critical job roles and skills

Samples

➕ Executive Interview Guide

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Approach 1A

Conduct interviews with senior management to understand business direction

Sample Executive Interview Guide

Overall Business Strategy	**How would you describe your company's current growth stage?** ☐ Budding ☐ Profitable, maintaining stability ☐ Preparing for growth ☐ Aggressively expanding ☐ Maturing
	For the past few years, what are key areas of business where significant investments have been made?
	In the next few years, what are the key focus areas for your business and which business units are you targeting to grow?
	Looking ahead, what are the trends in your market environment and/or industry that will impact your business?
Challenges to Growth	**What are the key issues and pain points you face when it comes to growing your business?**
	Which processes or systems need to be improved in order to enable the company's plans?
Workforce Management Considerations	**How involved is management in HR's initiatives?** ☐ On a needs basis – direct intervention by senior management ☐ As a controlled constraint – HR leads ☐ As key managerial responsibility – HR guides business units ☐ As a key strategic resource – line managers are actively involved ☐ Integrated into current and future company needs – all leaders are involved, in partnership with HR
	What skills/capabilities do the company need to enable its plans?
	What are the key issues you face in recruiting and retaining talent?

Samples (click here to download templates)

❌ Executive Interview Guide

Next, learn about Approach 1B

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Approach 1B

Facilitate discussions with line managers and job holders to identify the biggest gaps and pain points

Overview

Further Information

Next, learn about Approach 1C

Objectives

▪ Engage with line managers and job holders in the various functions to understand pain points for work processes and identify preliminary opportunities for Job Redesign

Detailed Activities

▪ Discussion with line managers to cover:

Current operations of functional area and key challenges faced	Opportunities for improvement that may be addressed by Job Redesign	Critical success factors required to achieve desired state	Operational priorities that serve as guiding principles for Job Redesign

▪ Discussion with individual contributors (a representative sample) to cover:

Daily tasks and job responsibilities of respective job roles	Pain points of daily tasks and processes	Desired areas of improvement	Support needed from employees' perspective

Outputs

▪ Challenges faced by different functions
▪ Potential opportunities for improvement
▪ Resources and critical success factors required to enable improvements
▪ Guiding principles for Job Redesign

Samples

➕ Shortlist of Potential Processes for Redesign

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Approach 1B

Facilitate discussions with line managers and job holders to identify the biggest gaps and pain points

Overview

Further Information

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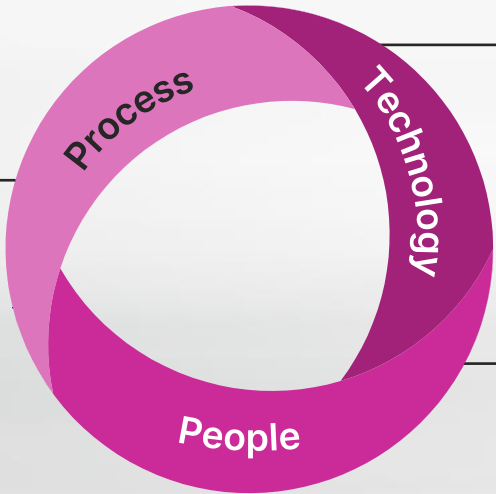# Key Considerations when Assessing Suitability for Job Redesign

Process

- Improvements to business process(es) can help to alleviate the work load of the tasks done by this job role today

Technology

- Tasks done by the job role can be augmented and/or enhanced with the implementation of the right technology or system

People

- There are difficulties in hiring and retaining good performers in this job role

Drivers for Changes to Process

Internal Drivers	External Drivers
▪ Labour-intensive, physically demanding jobs ▪ Low technology usage ▪ Heavy reliance on outdated manual processes	▪ Gaps between current practice and market best practice ▪ Possible process improvement inspired by other industries

Drivers for Changes to Workforce

Internal Drivers	External Drivers
▪ Low productivity ▪ Employee complaints or low satisfaction rates ▪ High turnover rate	▪ Difficulties in finding suitable replacements ▪ Lack of necessary skills in the labour market

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Approach 1B

Facilitate discussions with line managers and job holders to identify the biggest gaps and pain points

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Sample Shortlist of Potential Processes for Redesign

Characteristics of Current Processes	Process Areas						
	Talent Management & Succession Planning	Learning & Development	Compensation & Benefits	Organisation Culture	Performance Management	HR Operations & Technology	Employee Engagement & Communication
Critical to business strategy	✓			✓	✓	✓	✓
Labour-intensive, physically demanding	✓		✓		✓	✓	✓
Low technology usage	✓				✓	✓	✓
Heavy reliance on manual tasks	✓	✓		✓	✓	✓	✓
Low process maturity/efficiency compared to market best practice			✓		✓		
Faces difficulty attracting/retaining employees with the right skills	✓						✓

Samples (click here to download templates)

❌ Shortlist of Potential Processes for Redesign

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Approach 1C

Assess and prioritise processes for Job Redesign and develop a Job Redesign roadmap

Next, learn about Step 2

Objectives

▪ Gain an overview on possible transformation initiatives (including technology implementation, process reengineering and Job Redesign) in the short-term and long-term, based on organisational needs

Detailed Activities

▪ Identify and prioritise transformation initiatives based on the following key criteria:

  ▪ **Impact on business strategy**

    Initiatives may have differing levels of positive impact on business outcomes. The level of impact will help companies prioritise their investment of time and resources, to obtain the optimal outcome for their business

  ▪ **Resources required for implementation**

    Initiatives that require little effort and resources to implement will typically be prioritized over those that require more resources

  ▪ **Timeline committed for implementation**

    Initiatives that can be implemented in a relatively short timeline (quick wins) will typically be prioritized over those that require a longer timeline

  ▪ **Fulfilment of fundamental needs**

    Higher priority is assigned to areas that represent the 'foundation' which a company should focus on first, as these would bring the greatest value to a company

  ▪ **Level of maturity of functional area**

    The more nascent the processes in an area, the more critical it is to be addressed first

Outputs

▪ Assessment of potential Job Redesign solutions

▪ Job Redesign roadmap of transformation initiatives

Samples

➕ Assessment of Potential Job Redesign Solution

➕ Job Redesign Roadmap

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Approach 1C

Assess and prioritise processes for Job Redesign and develop a Job Redesign roadmap

Sample Assessment of Potential Job Redesign Solution

Process: Performance Management (PM)

Current Pain Points of Process and/or Job Roles

- The process to distribute and consolidate hard copy appraisal forms is labour intensive and time-consuming
- Limited data analysis to identify factors impacting employee performance and drive employee development initiatives

Desired Outcomes

- Digitalised PM saves time and effort to administer appraisals
- Mobile platform facilitates a better user experience for Line Managers to provide appraisal ratings and for employees to self-appraise
- Richer performance data can be collected and HR's time can be freed up to analyse these data, resulting in more targeted initiatives for training and effective coaching

Potential Role(s) Impacted

Role	Changes to Job Scope
HR Associate	Instead of manually administering performance appraisals, their administrative tasks will be reduced through automation on the digital PM platform.
HR Manager	Will be upskilled to analyse employee performance data to determine factors impacting employee performance and drive relevant initiatives to improve this
Line Managers	Instead of completing and collating hard copy appraisal forms, they will complete and submit appraisals via a mobile platform

Rationale for Recommendation

Prioritisation Criteria	Remarks	Level (High/Low)
Impact	**Impact on business:** - Line Managers will be able to complete appraisals via mobile and reduce the time spent on distributing and collating hard copy documents - HR Manager can be freed up to focus more on analysing PM data and identifying initiatives to improve employee performance **Impact on HR:** - The highly manual and time-consuming PM process that can be digitalised and partially automated to reduce the HR's workload - Enhances a fundamental HR practice to drive employee performance	High
Investment	**Resources required:** - Cost of mobile-enabled PM platform - HR Manager is required to overlook implementation of technology **Time required:** - Implementation is expected to take between 1-3 months	Low

Samples (click here to download templates)

❌ Assessment of Potential Job Redesign Solution

➕ Job Redesign Roadmap

Next, learn about Step 2

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Sample Job Redesign Roadmap

SHORT-TERM WINS
(3-12 months)

LONG-TERM WINS
(12 months and beyond)

Process: Performance Management (PM)

Technology solution(s): A digital PM system, with reporting capabilities, is used for goal settings, appraisals and calibration.

Process change(s): The PM cycle is partially automated and completed via a digital platform. PM data is collated for tracking and analysis.

Role change(s): HR Associate reduces manhours spent on distributing, chasing and consolidating Performance Appraisal forms. HR Manager is upskilled to analyse PM data and drive initiatives to improve employee performance.

Process: HR Operations and Technology

Technology solution(s): Digital forms and workflows (such as timesheets, leave applications and employee profile updates) on the new HRIS will replace hard copy forms. Integrated clock-in and out, e-leave, employee profile updates and e-payslips are accessible by employees for streamlined self-service.

Process change(s): The hard copy processes are digitalized, streamlined and accessible on the new HRIS to reduce manual effort and the physical transfer of documents across project sites and corporate office.

Role change(s): HR team uses the new HRIS to save man hours spent on distribution, collection and manual compilation of hard copy forms; more focus is given to compliance checks, payroll processing and reporting.

Process: Employee Engagement and Communication

Technology solution(s): A desktop and mobile–friendly platform, with reporting and data analysis functionalities, is used to gather employee feedback via regular and ad hoc engagement surveys.

Process change(s): Employee engagement surveys and analysis become a regular process that is easily deployed instead of an occasional hard copy exercise requiring manual distribution and consolidation.

Role change(s): HR Manager is upskilled to derive insights from employee engagement data and action plan to address the feedback.

Process: Learning & Development (L&D)

Technology solution(s): A digital Competency Management platform facilitates the mapping of required and existing skills of employees, to identify skills gaps for learning needs analysis and talent development.

Process change(s): Skills required by each job family are defined in the organisational competency framework and internal capabilities are regularly reviewed to identify skills gaps. Training are assigned based on these skills gaps instead of ad hoc requests by Line Managers.

Role change(s): HR Manager to develop and update the organizational competency framework on a regular basis, and assign relevant trainings to employees based on identified skills gaps.

Samples (click here to download templates)

➕ Assessment of Potential Job Redesign Solution

❌ Job Redesign Roadmap

Next, learn about Step 2

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Step 2

Select Job Redesign Intervention

Objectives

- Select the job role(s) to undergo Job Redesign and understand challenges and opportunities
- Identify the potential Job Redesign interventions for implementation

Approaches

2A Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes

Read more ›

2B Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

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Approach 2A

Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes

Next, learn about Approach 2B

Objectives

- Capture a comprehensive view of the job holders' current tasks, work process(es) and required skills
- Identify pain points in current process(es)

Detailed Activities

- Work with the HR and Line Managers to gain an understanding of the identified job role(s) through:
  - Job descriptions
  - Key responsibilities and tasks
  - Key Performance Indicators (KPIs) and other applicable performance measures
- Conduct job activity analysis
  - Job shadow a sample of the incumbents in the job role(s) performing the shortlisted work process(es)
  - Document relevant information about the work process(es) such as:

Key activities and tasks	Responsibilities of stakeholders	Systems/templates used (if any)
Common errors/inaccuracies	Bottlenecks and restrictions	Handover points and gaps

- Construct the current view of the identified process(es) and job role(s) using information gathered through discussion with HR/Line Managers and from job shadowing the incumbents
  - Develop a process map of the current workflow that details the tasks, stakeholders and pain points
  - Determine the time taken to perform each task
  - Identify the list of responsibilities of the current job role(s) and the existing skills of the incumbents

Outputs

- Process map of current workflow for identified process(es)
- Pain points in current process(es)
- Effort required to perform current process(es)
- List of current responsibilities and skills of incumbents in the job role(s)

Samples

+ Current Process Map
+ Job Shadowing Observations
+ Current Time Estimates
+ List of Current Responsibilities
+ List of Current Skills

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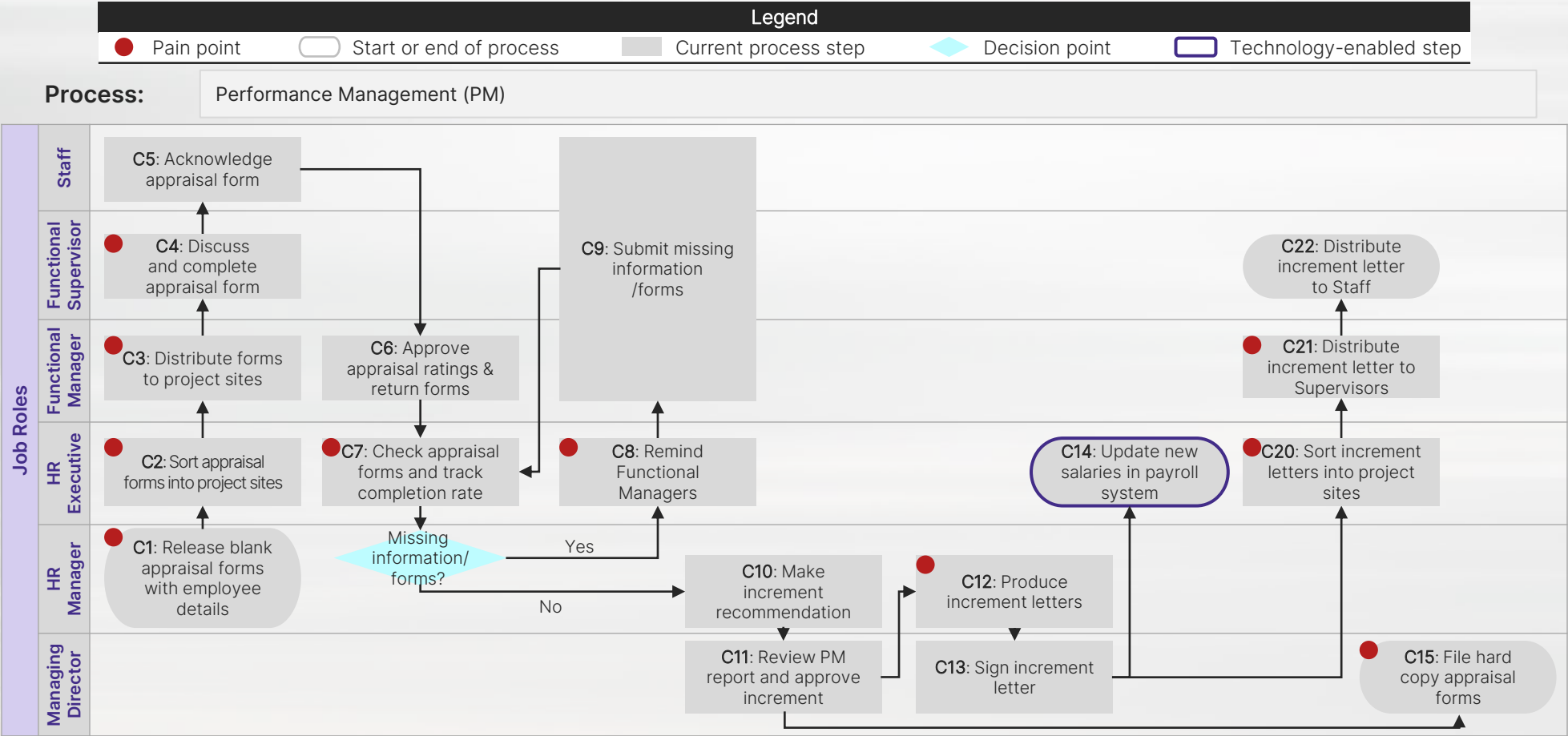4. Plan
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Approach 2A

Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes

Next, learn about Approach 2B

Sample Current Process Map

Legend				
● Pain point	⬭ Start or end of process	▢ Current process step	◆ Decision point	▭ Technology-enabled step

Process: Performance Management (PM)

Job Roles

Staff
- C5: Acknowledge appraisal form

Functional Supervisor
- ● C4: Discuss and complete appraisal form
- C9: Submit missing information /forms
- C22: Distribute increment letter to Staff

Functional Manager
- ● C3: Distribute forms to project sites
- C6: Approve appraisal ratings & return forms
- ● C21: Distribute increment letter to Supervisors

HR Executive
- ● C2: Sort appraisal forms into project sites
- ● C7: Check appraisal forms and track completion rate
- ● C8: Remind Functional Managers
- C14: Update new salaries in payroll system
- ● C20: Sort increment letters into project sites

HR Manager
- ● C1: Release blank appraisal forms with employee details
- ◆ Missing information/ forms? — Yes / No
- C10: Make increment recommendation
- ● C12: Produce increment letters

Managing Director
- C11: Review PM report and approve increment
- C13: Sign increment letter
- ● C15: File hard copy appraisal forms

Samples (click here to download templates)

- ✕ Current Process Map
- ＋ Job Shadowing Observations
- ＋ Current Time Estimates
- ＋ List of Current Responsibilities
- ＋ List of Current Skills

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Approach 2A

Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes

Next, learn about Approach 2B

Sample Job Shadowing Observations

Process: Performance Management (PM)

Non-exhaustive list

Current Process Steps	Job Role(s) Involved	Input Required	Output	System/Template Used (if any)	Observations	Success Measures
C1: Release blank appraisal forms with employee details	HR Manager	▪ Employee details	▪ Personalised blank appraisal forms	▪ Appraisal form template ▪ Mail merge function	**Pain Points:** ▪ Manual effort to extract employee details from the HR Information System (HRIS) and mail merge details to create personalised appraisal forms ▪ Printing of over 1500 hard copy appraisal forms is time consuming and results in printing queues for other functions (that are also reliant on hard copy documents) **Additional info:** ▪ Company aims to reduce their environmental impact by cutting down on hard copy documents and delivery of documents to their 100 project sites	▪ Time spent creating and printing personalised appraisal forms ▪ Volume of hard copy documents
C2: Sort appraisal forms into project sites	HR Executive	▪ List of employees and their assigned project sites	▪ Compiled appraisal forms by project sites for delivery	-	**Pain Points:** ▪ Manual effort and time taken to sort personalised appraisal forms by project sites ▪ Employees' assigned project site may not be updated if it has recently been changed, resulting in appraisal forms being delivered to the wrong site **Additional info:** -	▪ Time spent sorting appraisal forms by project sites ▪ Number of appraisal forms delivered to wrong project sites

Samples (click here to download templates)

➕ Current Process Map   ✖ Job Shadowing Observations   ➕ Current Time Estimates   ➕ List of Current Responsibilities   ➕ List of Current Skills

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JOB REDESIGN METHODOLOGY

1. Diagnose
2. **Select intervention**
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6. Analyse

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Approach 2A

Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes

Sample Current Time Estimates

Process: Performance Management (PM)

Key Activities	Current Process Steps	Breakdown of Time Spent	Manual or Tech-enabled Process Step?	Time Spent Per Run of Current Process Step (man hours per incumbent)	Time Spent Per Year on Current Process Step (man hours across all incumbents and cycles)	Current Time Spent on Key Activity Per Year (man hours)
Release appraisal forms	C1: Release blank appraisal forms with employee details	▪ 1 HR Manager takes 4 hours to personalise and print the appraisal forms ▪ There are 2 PM cycles each year	Manual	4h	8h (4h x 2 cycles)	8h
Distribute blank appraisal forms	C2: Sort appraisal forms into project sites	▪ 2 HR Executives sort appraisal forms for 100 project sites ▪ Each HR Executive takes 1 hour to sort	Manual	1h	4h (1h x 2 HR Executives x 2 cycles)	104h
	C3: Distribute forms to project sites	▪ Functional Managers take 30 minutes to deliver and explain the appraisal forms at each of the 100 project sites	Manual	0.5h	100h (0.5h x 100 project sites x 2 cycles)	
Complete and submit appraisal forms	C4: Discuss and complete appraisal form C5: Acknowledge appraisal form	▪ There are 1500 Staff across project sites ▪ Functional Supervisors take an average of 30 minutes to discuss each individual Staff's performance and complete the appraisal forms ▪ Each of the 1500 Staff will sign to acknowledge their forms	Manual	0.5h	1,500h (0.5h x 1500 Staff x 2 cycles)	1,640h
	C6: Approve appraisal ratings & return forms	▪ Functional Managers take, on average, ○ 20 hours to check and approve all Staff ratings ○ 30 minutes to deliver the completed forms from each of the 100 project sites to the corporate office	Manual	10h	140h ([20h x 2 cycles] + [0.5h x 100 project sites x 2 cycles])	
Check ratings and track completion	C7: Check appraisal forms and track completion rate	▪ 2 HR Executives check the submitted appraisal forms and key the ratings into an excel tracker ▪ Each HR Executive takes 25 hours to check, key and track completion rates for the submitted appraisal forms	Manual	25h	100h (25h x 2 HR Executives x 2 cycles)	100h
					TOTAL	1,852h

Samples (click here to download templates)

⊕ Current Process Map ⊕ Job Shadowing Observations ⊗ Current Time Estimates ⊕ List of Current Responsibilities ⊕ List of Current Skills

Next, learn about Approach 2B

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Approach 2A

Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes

Next, learn about Approach 2B

Sample List of Current Responsibilities

Role: HR Manager

Non-exhaustive list

KEY RESPONSIBILITIES AND TASKS OF CURRENT JOB ROLE	Key Responsibilities	Current Tasks
	Administer performance management programmes	Develop employee communications to inform employees about performance reviews and timelines
		Print and distribute hard copy performance appraisal forms to staff and supervisor
		Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality
		Document action plans and assessment results for poor performers
	Manage performance, rewards and other employee data	Organise performance, rewards and other employee data in HR system
		Generate report on performance and rewards management data
	Analytics and insights	Identify, collect and prepare data for analytics and HR metrics benchmarking

Note: The _Skills Framework for Human Resource_ may be a useful source of reference for details on the responsibilities, tasks, skills and competencies expected of HR job roles.

Samples (click here to download templates)

+ Current Process Map
+ Job Shadowing Observations
+ Current Time Estimates
✕ List of Current Responsibilities
+ List of Current Skills

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Approach 2A

Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes

[Next, learn about Approach 2B]

Sample List of Current Skills

Role: HR Manager

Incumbent: John

Non-exhaustive list

SKILLS POSSESSED BY INCUMBENT IN THE CURRENT JOB ROLE	Key Responsibilities	Current Tasks	Current Skills and Competencies of Incumbent (Proficiency Level)
	Administer performance management programmes	Develop employee communications to inform employees about performance reviews and timelines	1. Business Acumen (Level 3)
		Print and distribute hard copy performance appraisal forms to staff and supervisor	2. Compensation Management (Level 4)
		Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality	3. Data Collection and Preparation (Level 3)
		Document action plans and assessment results for poor performers	4. Data Management (Level 3)
	Manage performance, rewards and other employee data	Organise performance, rewards and other employee data in HR system	5. Employee Communication Management (Level 2)
		Generate report on performance and rewards management data	6. Human Resource Analytics and Insights (Level 2)
	Analytics and insights	Identify, collect and prepare data for analytics and HR metrics benchmarking	7. Human Resource Policies and Legislation Framework Management (Level 4)

Additional skills listed:
8. Human Resource Practices Implementation (Level 4)
9. Human Resource Systems Management (Level 5)
10. Performance Management (Level 3)

Note: The _Skills Framework for Human Resource_ may be a useful source of reference for details on the responsibilities, tasks, skills and competencies expected of HR job roles.

Samples (click here to download templates)

- ⊕ Current Process Map
- ⊕ Job Shadowing Observations
- ⊕ Current Time Estimates
- ⊕ List of Current Responsibilities
- ⊗ List of Current Skills

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Approach 2B

Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

Overview

Further Information

Next, learn about Step 3

Objectives

- Identify possible solutions to address the identified pain points
- Formulate a future view of the job holders' tasks, work process(es) and required skills

Detailed Activities

- Analyse the pain points in the current process(es) and propose possible solutions through the adoption of technology and/or Job Redesign interventions
  - Key considerations when proposing solutions include:

Business objectives	Manpower resources required	Target state processes	Technology enablers

  - Identify relevant success measures that can be used to ensure business objectives are met
  - Determine the changes to technology, process(es) and job role(s)
- Construct the future view of the identified process(es) and job role(s), making sure to highlight the changes that result from implementing the solutions
  - Develop a process map of the future workflow that details the tasks and stakeholders
  - Project the time required to perform each task in future
  - Identify the list of responsibilities of the redesigned job role(s) and the skills required

Outputs

- Potential solutions to address identified pain points and a view of the changes these solutions are expected to bring
- Process map of future workflow for redesigned process(es)
- Projected effort required to perform redesigned process(es)
- List of future responsibilities and skills required for the redesigned job role(s)

Samples

+ Pain Points and Solutions

+ Change Analysis of Solutions

+ Future Process Map

+ Future Time Estimates

+ List of Future Responsibilities

+ List of Future Skills

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Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

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Next, learn about Step 3

Job Redesign Interventions

Various interventions can be used in combination to enable Job Redesign

JOB ENLARGEMENT

Introducing additional tasks to an employee's job scope, often as a result of process improvements and/or technology adoption that reduce the time required to carry out the original job scope.

Outcomes:
- Increased task variety and learning opportunities
- Improved job satisfaction
- Expansion of skillsets

JOB RECONFIGURATION

Making an adjustment to an employee's job scope by reshaping tasks to achieve new outcomes, often as a result of changing ways of working and/or company strategy.

Outcomes:
- Increased task variety
- Increased task specialisation
- Reduction in non-value add work
- Increased productivity

JOB ENLARGEMENT

Introducing a value-added component or more demanding task to an employee's job scope, elevating the employee's scope of responsibility and allowing for upskilling.

Outcomes:
- Development of knowledge and skills (upskilling)
- Enabling of succession planning
- Improved job satisfaction through development opportunities
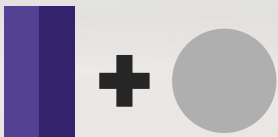
JOB RECONFIGURATION

Removing redundant tasks and/or breaking down an employee's job scope into smaller components, streamlining the skills required and the focus on objectives.

Outcomes:
- Increased task specialization
- Reduced task duplication
- Expansion of potential talent pool due to simplified skill requirements
- Flattened learning curve

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Next, learn about Step 3

Sample Pain Points and Solutions

Process: Performance Management (PM)

Non-exhaustive list

Current Process Steps	Pain Points	Solutions
C1: Release blank appraisal forms with employee details	**Manual preparation of personalised appraisal forms** ▪ HR Manager manually extracts employee details from the HR Information System (HRIS) and mail merge details to create personalised appraisal forms ▪ Printing of over 1500 hard copy appraisal forms is time consuming and results in printing queues for other functions (that are also reliant on hard copy documents)	**Digital appraisal forms that are automatically personalised** ▪ Hard copy forms are replaced with digital ones that can be completed via mobile devices ▪ The PM system is integrated to the HR Information System (HRIS) and appraisal forms will be automatically personalised with employee details once the PM cycle is triggered
C2: Sort appraisal forms into project sites **C3**: Distribute forms to project sites **C6**: Approve appraisal ratings & return forms **C7**: Check appraisal forms and track completion rate **C15**: File hard copy appraisal forms	**Manual and time consuming effort to sort, deliver and file hard copy appraisal forms** ▪ HR Executives manually sort personalised appraisal forms by project sites ▪ Employees' assigned project site may not be updated if it has recently been changed, resulting in appraisal forms being delivered to the wrong site ▪ Functional Managers physically collect and deliver appraisal forms between the project sites and the corporate office, resulting in time lapsed, delays and travel expenses ▪ HR Executives manually checks and keys in the appraisal ratings into an excel tracker, and tracks the completion rate of the submitted hard copy forms ▪ At the end of each PM cycle, HR Executives file the hard copy appraisal forms into the respective employee files	**Mobile-enabled appraisal forms with automated workflow and PM data storage** ▪ Once triggered, the digital appraisal forms will be accessible online in real-time and can be completed at the convenience of the Functional Supervisors and Managers regardless of their physical location ▪ Employees' appraisal forms will be routed to their respective Functional Supervisors regardless of the project site that they have been assigned to (eliminating errors of wrong deliveries) ▪ All appraisal data will be stored on the PM system and automatically tagged to the respective employees; no separate data entry or filing is required ▪ Completion rate of appraisal forms can be tracked on a dashboard

Samples (click here to download templates)

✖ Pain Points and Solutions ➕ Change Analysis of Solutions ➕ Future Process Map ➕ Future Time Estimates ➕ List of Future Responsibilities ➕ List of Future Skills

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Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

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Sample Change Analysis of Solutions

Process: Performance Management (PM)

Solutions	Change Required		Degree of Change (Low/Medium/High)
Digital appraisal forms that are automatically personalised ▪ Hard copy forms are replaced with digital ones that can be completed via mobile devices ▪ The PM system is integrated to the HR Information System (HRIS) and appraisal forms will be automatically personalised with employee details once the PM cycle is triggered	**Technology Solution(s):** • Implement a digital PM platform to administer performance appraisals, with integration to HRIS		Medium
	Process Change(s): ▪ Hard copy forms are digitalised and personalisation of appraisal forms are automated		
	Role Change(s): • The HR Manager role will pivot from managing administration of appraisal forms to analysing PM data and identifying initiatives to drive employee performance		
Mobile-enabled appraisal forms with automated workflow and PM data storage ▪ Once triggered, the digital appraisal forms will be accessible online in real-time and can be completed at the convenience of the Functional Supervisors and Managers regardless of their physical location ▪ Employees' appraisal forms will be routed to their respective Functional Supervisors regardless of the project site that they have been assigned to (eliminating errors in delivery) ▪ All appraisal data will be stored on the PM system and automatically tagged to the respective employees; no separate data entry or filing is required ▪ Completion rate of appraisal forms can be tracked on a dashboard	**Technology Solution(s):** • Implement a PM platform that supports completion of appraisal forms via mobile devices		High
	Process Change(s): ▪ Distribution of appraisal forms, tracking of completion rates and storing of PM data are automated		
	Role Change(s): • HR Executives will no longer need to sort, organize and file hard copy appraisal forms, and will shift their focus to other HR processes • Functional Managers no longer need to deliver appraisal forms between project sites and the office, and will redirect their time and effort to critical operational tasks		

Samples [(click here to download templates)](#)

⊕ Pain Points and Solutions ⊗ Change Analysis of Solutions ⊕ Future Process Map ⊕ Future Time Estimates ⊕ List of Future Responsibilities ⊕ List of Future Skills

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Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

Overview

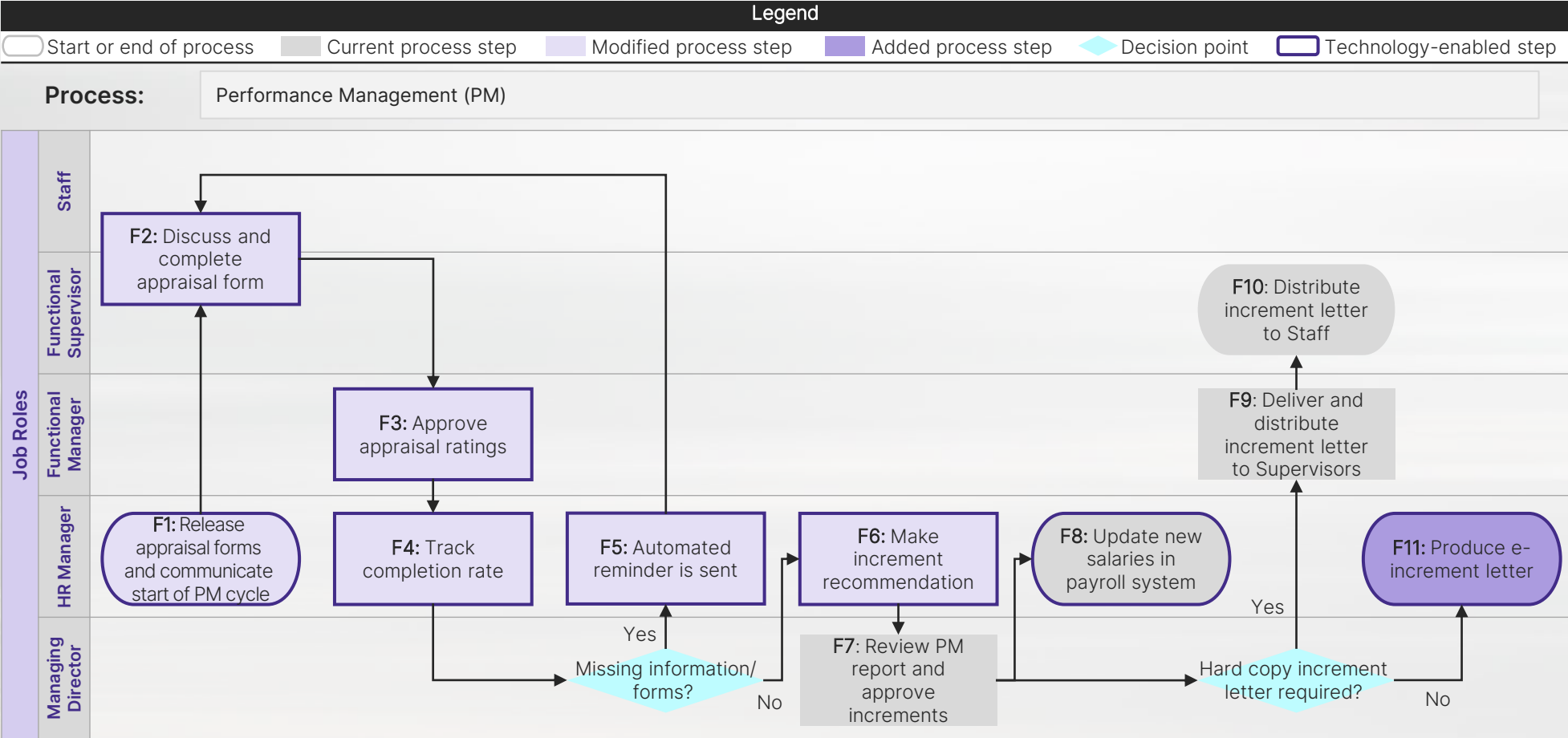Further Information

Next, learn about Step 3

Sample Future Process Map

Legend

⬭ Start or end of process	⬛ Current process step	⬛ Modified process step	⬛ Added process step	◇ Decision point	▢ Technology-enabled step

Process: Performance Management (PM)

Job Roles

- **Staff**
- **Functional Supervisor**
- **Functional Manager**
- **HR Manager**
- **Managing Director**

- **F1:** Release appraisal forms and communicate start of PM cycle
- **F2:** Discuss and complete appraisal form
- **F3:** Approve appraisal ratings
- **F4:** Track completion rate
- **F5:** Automated reminder is sent
- Missing information/ forms? — Yes / No
- **F6:** Make increment recommendation
- **F7:** Review PM report and approve increments
- **F8:** Update new salaries in payroll system
- Hard copy increment letter required? — Yes / No
- **F9:** Deliver and distribute increment letter to Supervisors
- **F10:** Distribute increment letter to Staff
- **F11:** Produce e-increment letter

Samples [(click here to download templates)](#)

⊕ Pain Points and Solutions	⊕ Change Analysis of Solutions	⊗ Future Process Map	⊕ Future Time Estimates	⊕ List of Future Responsibilities	⊕ List of Future Skills

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Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

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Next, learn about Step 3

Sample Future Time Estimates

Process: Performance Management (PM)

Non-exhaustive list

Key Activities	Future Process Steps	Breakdown of Time Spent	Manual or Tech-enabled Process Step?	Projected Time Spent Per Run of Future Process Step (man hours per incumbent)	Projected Time Spent Per Year on Future Process Step (man hours across all incumbents and cycles)	Projected Time Spent on Key Activity Per Year (man hours)
Release appraisal forms	**F1:** Release appraisal forms and communicate start of PM cycle	▪ 1 HR Manager takes 1 hour to trigger release of the appraisal forms and communicate start of PM cycle ▪ There are 2 PM cycles each year	Tech-enabled	1h	2h (1h x 2 cycles)	2h
Distribute blank appraisal forms	-	-	Tech-enabled	-	-	-
	-	-	Tech-enabled	-	-	
Complete and submit appraisal forms	**F2:** Discuss and complete appraisal form	▪ There are 1500 Staff across project sites ▪ Functional Supervisors take an average of 30 minutes to discuss each individual Staff's performance and complete the appraisal forms	Tech-enabled	0.5h	1,500h (0.5h x 1500 Staff x 2 cycles)	1,540h
	F3: Approve appraisal ratings	▪ Functional Managers take, on average, 20 hours to check and approve all Staff ratings	Tech-enabled	20h	40h (20h x 2 cycles)	
Check ratings and track completion	**F4:** Track completion rate	▪ 1 HR Executive takes 1 hour to monitor the completion rates for the submitted appraisal forms	Tech-enabled	1h	2h (1h x 2 cycles)	2h
					TOTAL	**1,544h**

Samples [(click here to download templates)](#)

⊕ Pain Points and Solutions ⊕ Change Analysis of Solutions ⊕ Future Process Map ✕ **Future Time Estimates** ⊕ List of Future Responsibilities ⊕ List of Future Skills

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Approach 2B

Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

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Next, learn about Step 3

Sample List of Future Responsibilities

Role: HR Manager

Non-exhaustive list

KEY RESPONSIBILITIES AND TASKS OF REDESIGNED JOB ROLE	Key Responsibilities	Current Tasks	Type of Change (No change/Modified/ Added/Removed)	Future Tasks
	Administer performance management programmes	Develop employee communications to inform employees about performance reviews and timelines	No change	Develop employee communications to inform employees about performance reviews and timelines
		Print and distribute hard copy performance appraisal forms	Removed	-
		Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality	No change	Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality
		Document action plans and assessment results for poor performers	No change	Document action plans and assessment results for poor performers
		-	Added	Evaluate the effectiveness of the digital PM platform
	Manage performance, rewards and other employee data	Organise performance, rewards and other employee data in HR system	No change	Organise performance, rewards and other employee data in HR system
		Generate report on performance and rewards management data	Modified	Generate report and dashboards on performance and rewards management data via HR systems
	Analytics and insights	Identify, collect and prepare data for analytics and HR metrics benchmarking	Modified	Identify, collect and prepare data for analytics and HR metrics benchmarking by leveraging in-built analytics functions in the HR systems
		-	Added	Derive insights from analysis of PM data and recommend enhancements to PM practices and HR strategy

Note: The _Skills Framework for Human Resource_ may be a useful source of reference for details on the responsibilities, tasks, skills and competencies expected of HR job roles.

Samples (click here to download templates)

+ Pain Points and Solutions
+ Change Analysis of Solutions
+ Future Process Map
+ Future Time Estimates
✕ **List of Future Responsibilities**
+ List of Future Skills

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Approach 2B

Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

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Further Information

Next, learn about Step 3

Sample List of Future Skills

Role: HR Manager

	Key Responsibilities	Future Tasks	Future Required Skills and Competencies (Proficiency Level)
SKILLS EXPECTED OF THE REDESIGNED JOB ROLE	Administer performance management programmes	Develop employee communications to inform employees about performance reviews and timelines	1. Business Acumen (Level 4) 2. Compensation Management (Level 4) 3. Data Collection and Preparation (Level 4) 4. Data Management (Level 4) 5. Employee Communication Management (Level 2) 6. Human Resource Analytics and Insights (Level 3) 7. Human Resource Policies and Legislation Framework Management (Level 4) 8. Human Resource Practices Implementation (Level 4) 9. Human Resource Strategy Implementation (Level 4) 10. Human Resource Systems Management (Level 5) 11. Performance Management (Level 4)
		Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality	
		Document action plans and assessment results for poor performers	
		Evaluate the effectiveness of the digital PM platform	
	Manage performance, rewards and other employee data	Organise performance, rewards and other employee data in HR system	
		Generate report and dashboards on performance and rewards management data via HR systems	
	Analytics and insights	Identify, collect and prepare data for analytics and HR metrics benchmarking by leveraging in-built analytics functions in the HR systems	
		Derive insights from analysis of PM data and recommend enhancements to PM practices and HR strategy	

Note: The Skills Framework for Human Resource may be a useful source of reference for details on the responsibilities, tasks, skills and competencies expected of HR job roles.

Samples (click here to download templates)

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Step 3

Identify Priority and Impact

Objectives

- Understand the impact of your identified Job Redesign interventions on your company's business outcomes
- Understand and prioritise key areas of improvement

Approaches

3A — Analyse the impact of identified Job Redesign interventions and the investment required

Read more ›

3B — Shortlist Job Redesign interventions for implementation and obtain stakeholder buy-in

Read more ›

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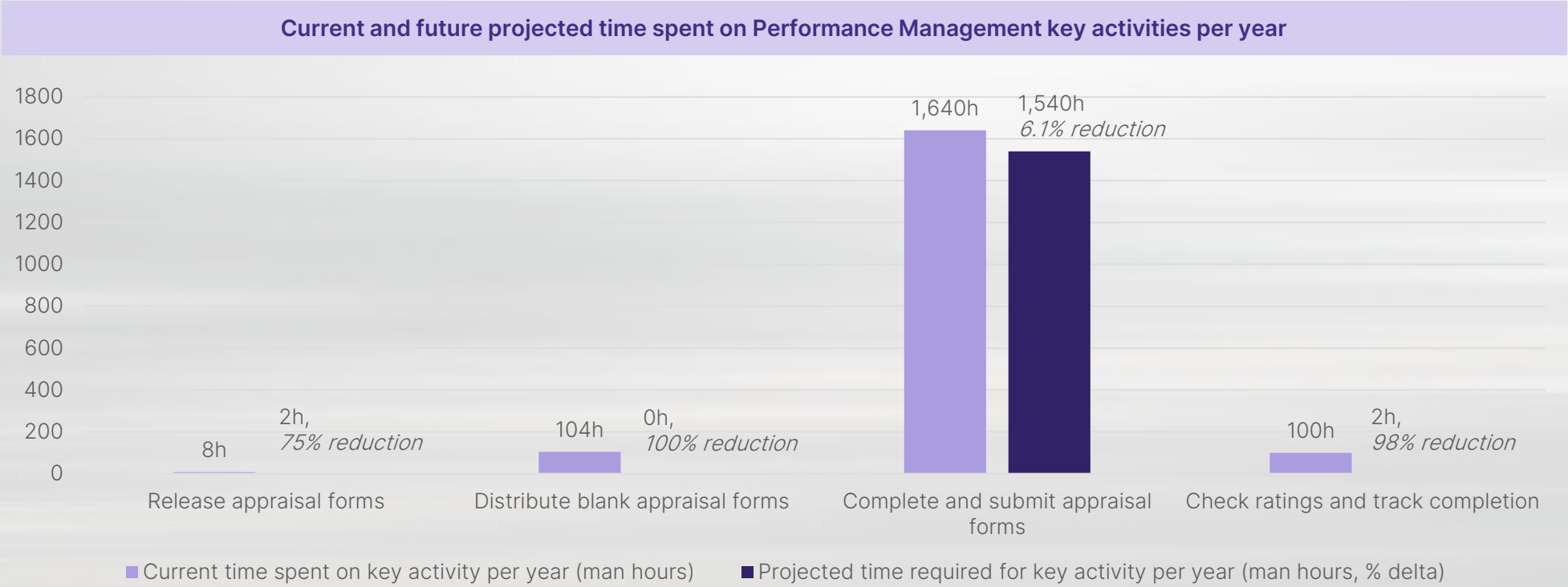Performance and Rewards

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Approach 3A

Analyse the impact of identified Job Redesign interventions and the investment required

Objectives

- Understand the value of the identified Job Redesign interventions by analysing their impact to business outcomes
- Identify the resources required to successfully implement the Job Redesign interventions

Detailed Activities

- Determine the expected impact to quantitative and/or qualitative KPIs upon implementation of the Job Redesign interventions. Some key impacts to consider include:

Productivity gains	Time savings	Changes to customer/ employee experience	Changes to manpower needs
Cost savings	Changes to data quality and availability	Changes to accuracy/error rates	Enhancements to functional capabilities

- Identify the resources and effort required to achieve and sustain the desired target state. Some key resources to consider include:

Cost and timeline to implement technology	Input from business process owners and other stakeholders	Manpower and training to address skills gaps	Change Management effort

Outputs

- Projected time savings and/or other impact to success measures
- Resources and effort required to implement Job Redesign interventions, including analysis of incumbents' skills gap and required training

Samples

➕ Projections of Time Savings   ➕ Skills Gaps Analysis   ➕ Training Recommendations

Next, learn about Approach 3B

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Sample Projections of Time Savings

Approach 3A

Analyse the impact of identified Job Redesign interventions and the investment required

Process: Performance Management (PM)

Non-exhaustive list

Key Activities	Current Time Spent on Key Activity Per Year (man hours)	Future Projected Time Spent on Key Activity Per Year (man hours)	Delta between Current and Future Time Spent on Key Activity (%)
Release appraisal forms	8h	2h	-75%
Distribute blank appraisal forms	104h	-	-100%
Complete and submit appraisal forms	1,640h	1,540h	-6.1%
Check ratings and track completion	100h	2h	-98%
	TOTAL: 1,852h	**TOTAL:** 1,544h	-16.6%

‹ **1** ② ›

Samples (click here to download templates)

ⓧ Projections of Time Savings   ＋ Skills Gaps Analysis   ＋ Training Recommendations

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Sample Projections of Time Savings

Approach 3A

Analyse the impact of identified Job Redesign interventions and the investment required

Process: Performance Management (PM)

Non-exhaustive list

Current and future projected time spent on Performance Management key activities per year

Activity	Current	Projected
Release appraisal forms	8h	2h, *75% reduction*
Distribute blank appraisal forms	104h	0h, *100% reduction*
Complete and submit appraisal forms	1,640h	1,540h *6.1% reduction*
Check ratings and track completion	100h	2h, *98% reduction*

■ Current time spent on key activity per year (man hours)   ■ Projected time required for key activity per year (man hours, % delta)

‹ 1 2 ›

Samples (click here to download templates)

⊗ Projections of Time Savings   ⊕ Skills Gaps Analysis   ⊕ Training Recommendations

Next, learn about Approach 3B

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JOB REDESIGN METHODOLOGY

1. Diagnose
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Approach 3A

Analyse the impact of identified Job Redesign interventions and the investment required

Sample Skills Gaps Analysis

Role: HR Manager

Incumbent: John

Non-exhaustive list

Skills & Competencies	Current Proficiency Level	Future Required Proficiency Level	Identified Skills Gap? (Y/N)
Business Acumen	3	4	Y
Compensation Management	4	4	N
Data Collection and Preparation	3	4	Y
Data Management	3	4	Y
Employee Communication Management	2	2	N
Human Resource Analytics and Insights	2	3	Y
Human Resource Policies and Legislation Framework Management	4	4	N
Human Resource Practices Implementation	4	4	N
Human Resource Strategy Implementation	N/A	4	Y
Human Resource Systems Management	5	5	N
Performance Management	3	4	Y

Note: The *Skills Framework for Human Resource* may be a useful source of reference for details on the responsibilities, tasks, skills and competencies expected of HR job roles.

Samples (click here to download templates)

➕ Projections of Time Savings ✖ Skills Gaps Analysis ➕ Training Recommendations

Next, learn about Approach 3B

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Approach 3A

Analyse the impact of identified Job Redesign interventions and the investment required

Sample Training Recommendations

Role: HR Manager

Incumbent: John

Non-exhaustive list

Skills and Competencies	Current Proficiency Level	Future Required Proficiency Level	Training/Course Name	Training/Course Information
Business Acumen	▪ Level 3	▪ Level 4	Advanced Business Acumen for HR	▪ **Type of Training:** External classroom training ▪ **Course Provider:** ABC Pte Ltd ▪ **Course No.:** ABC-0938402 ▪ **Fee:** $1,400.00 ▪ **Training Duration:** 2 days (16.00 hours)
Data Collection and Preparation	▪ Level 3	▪ Level 4	Data Management 101	▪ **Type of Training:** External classroom training ▪ **Course Provider:** DEF Training Pte Ltd ▪ **Course No.:** DEF-1267394 ▪ **Fee:** $800.00 ▪ **Training Duration:** 1 day (8.00 hours)
Data Management	▪ Level 3	▪ Level 4		
Human Resource Analytics and Insights	▪ Level 2	▪ Level 3	Data Analytics for HR	▪ **Type of Training:** In-house training with Data Analyst ▪ **Course Provider:** - ▪ **Course No.:** - ▪ **Fee:** - ▪ **Training Duration:** 2 days (16.00 hours)

Note: The _Skills Framework for Human Resource_ may be a useful source of reference for details on the responsibilities, tasks, skills and competencies expected of HR job roles.

Samples (click here to download templates)

➕ Projections of Time Savings   ➕ Skills Gaps Analysis   ✖ Training Recommendations

Next, learn about Approach 3B

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Approach 3B

Shortlist Job Redesign interventions for implementation and obtain stakeholder buy-in

Objectives

- Prioritise Job Redesign interventions for implementation
- Align stakeholders to ensure the success Job Redesign implementation

Detailed Activities

- Based on the expected impact and investment required, create a business case and shortlist the Job Redesign interventions by taking into consideration the following:

Business drivers and market trends	Availability of resources	Existing strategic and technological roadmaps	Readiness of stakeholders

- Engage relevant stakeholders and obtain their commitment to implement the shortlisted Job Redesign interventions. These stakeholders may include
  - Senior Management
  - Business Unit Managers
  - Human Resource (HR) and Organisational Development
  - IT and System Support
  - Employees

Outputs

- Shortlist of prioritised Job Redesign interventions for implementation
- Business case for shortlisted Job Redesign interventions
- Commitment from stakeholders to implement the shortlisted Job Redesign interventions

Samples

➕ Business Case

Next, learn about Step 4

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Approach 3B

Shortlist Job Redesign interventions for implementation and obtain stakeholder buy-in

Sample Business Case

Key Objectives: Improve the performance management (PM) of the workforce by streamlining the effort required to appraise employees at scale and identify initiatives for employee development that can drive performance

Business Direction:

Current State:
- PM process is reliant on hard copy appraisal forms and is time-consuming and labour-intensive to administer
- Administration of hard copy appraisal forms across project sites cause delays in submission and resistance amongst line managers

Desired state:
- Digital appraisal forms that can be submitted via mobile
- HR is freed up from manual administration to perform value-added tasks (e.g. analytics on PM data to identify targeted employee development initiatives)
- Improved employee experience through user-friendly interface

Success Measures:

Short-term:
- Reduction in time spent to administer PM process
- Employee feedback and satisfaction ratings on PM experience

Long-term:
- Targeted employee development initiatives identified by HR (based on analysis of PM data)
- Improvements to business performance metrics

Current Gaps and Challenges:
- High volume of manual workload and time taken for PM process
- Lack of data analysis and technology implementation experience amongst HR

Solutions:
- Leverage on HR technology solutions such as a digital PM platform to automate administration of performance appraisals
- Redesign the HR Manager role to pivot from administration of PM process to value-added responsibilities

High-level Implementation Timeline:

Milestone	Q1	Q2	Q3	Q4
Project kickoff & stakeholder buy-in	■			
Digitise appraisal forms	■	■		
Redesign PM process	■			
Implement digital PM platform		■	■	■
Implement job role redesign	■	■		

Costs and Resources for Implementation:
- Technology: software licenses, implementation services
- People: man hours to oversee implementation, training courses

Implementation Project Team:
- Project Sponsor: CHRO
- Project Manager: HR Manager
- Team Member: HR Executives, IT Executive

Samples (click here to download templates)

❌ Business Case

Next, learn about Step 4

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Step 4

Develop Action Plan

Objectives

- Prepare to transition impacted employees and stakeholders into the new ways of working
- Plan the key activities to implement the selected Job Redesign interventions

Approaches

4A — Consider the downstream impact of the selected Job Redesign interventions

Read more ❯

4B — Map out key activities to successfully roll out the Job Redesign effort

Read more ❯

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JOB REDESIGN METHODOLOGY

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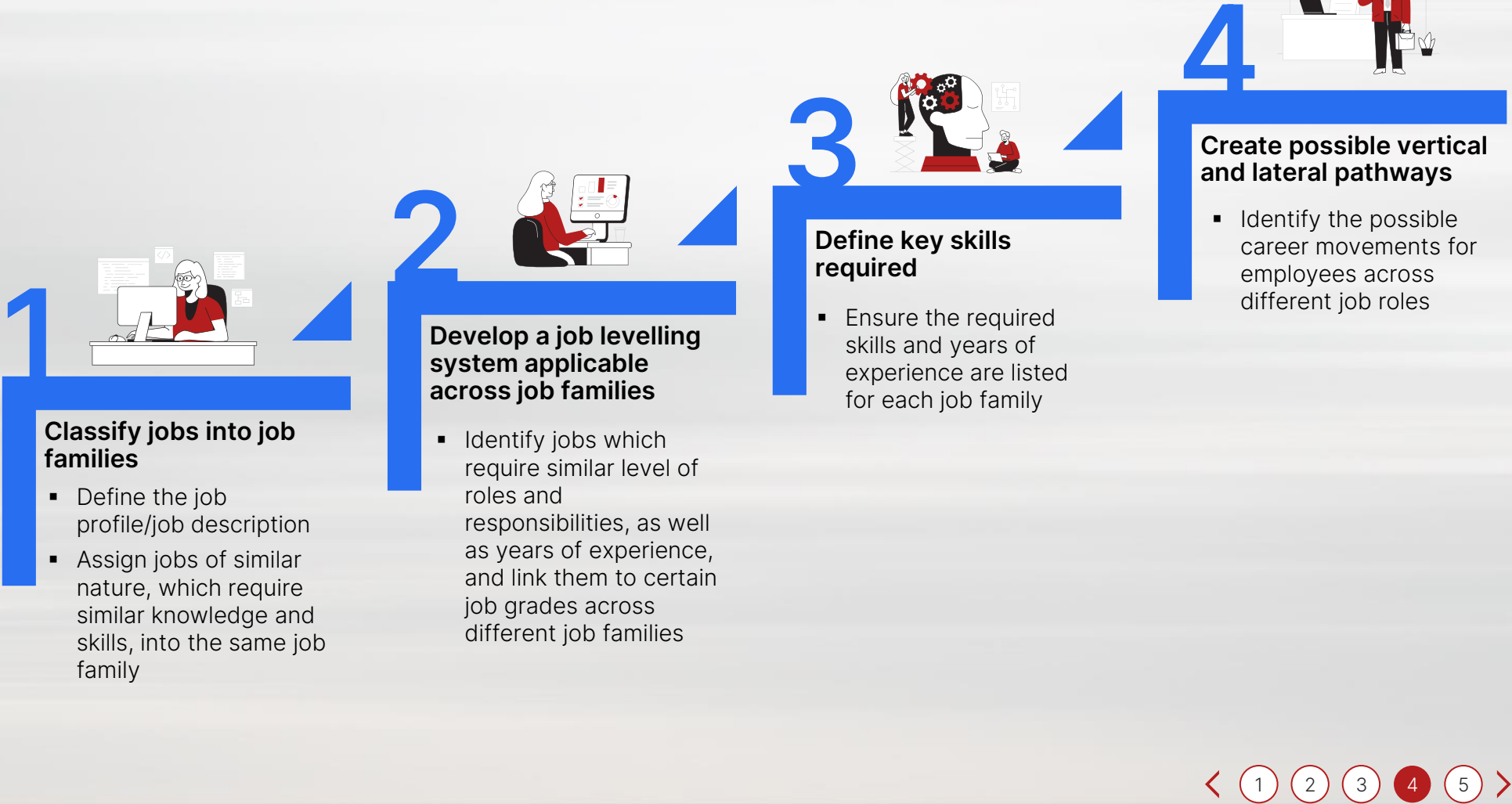3. Prioritise
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Approach 4A

Consider the downstream HR impact of the selected Job Redesign interventions

Overview

Further Information

Next, learn about Approach 4B

Objectives

▪ Recognise and prepare for the downstream impact on HR as a result of the implementation of Job Redesign interventions

Detailed Activities

▪ Identify how the following HR functions need to support the Job Redesign effort to ensure successful and sustainable transformation:

RECRUITMENT & SELECTION	LEARNING & DEVELOPMENT	PERFORMANCE MANAGEMENT	CAREER PLANNING	COMPENSATION & BENEFITS
Refine existing or develop new job description by taking into consideration new tasks and skills	Identify skills gap between existing and redesigned job role and develop training roadmap to equip employees in the future job role	Set or revise performance goals of employees in the redesigned job role	Identify career pathways (i.e. lateral, vertical, diagonal movements) for the redesigned job	Review wages for the redesigned job role based on the new tasks and skills required to perform the job
Read more	Read more	Read more	Read more	Read more

Outputs

▪ Identified downstream impact on HR for action planning

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Recruitment & Selection

Approach 4A

Consider the downstream HR impact of the selected Job Redesign interventions

Overview

Further Information

Next, learn about Approach 4B

1

Understand the job description of the existing job role in the current state

- Observe or conduct engagements with job incumbents to understand the existing job role
- Understand the skills and responsibilities to perform job role using job description

2

Know the skills required to perform successfully in the redesigned job

- Define the end state of how the new redesigned job will look like
- Identify new, modified and/or eliminated tasks in the newly redesigned job
- Develop skills required to successfully perform the tasks

3

Develop job descriptions for redesigned jobs to reflect the new tasks and responsibilities

- Conduct discussions with HR and job incumbents to validate the observed changes in the redesigned job
- Document the role requirements on job description for advertisement and performance appraisal purpose

◁ **1** ② ③ ④ ⑤ ▷

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Learning and Development

Consider the downstream HR impact of the selected Job Redesign interventions

Overview

Further Information

Next, learn about Approach 4B

1 Identify training needs and develop training plans based on skills required

- Understand company's current and near future goals
- Identify whether the current workforce has the right skills to support the business goals and process

2 Curate training programmes by developing in-house content or outsourcing to external providers

- Identify appropriate and relevant training programmes
- Budget for your employees to attend required training

3 Evaluate training effectiveness

- Use training evaluation forms
- Conduct discussions between HR and trainees' line managers about any observed improvement
- Calculate the Return on Investment of the training

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Performance Management

Consider the downstream HR impact of the selected Job Redesign interventions

Overview

Further Information

Next, learn about Approach 4B

1 Identify and set performance goals of the redesigned job role

- Identify both hard and soft performance goals aligned with business strategies to drive desired behaviours
- Ensure that performance goals are reasonable and realistic

2 Assess ongoing performance of the employees in the redesigned job role

- Set interim performance goals for employees
- Conduct regular check-ins, mid-year and monthly reviews with employees to provide feedback on employees' performance
- Document reviews in the performance appraisal form

3 Build a career development plan to support employees

- Provide feedback and coaching on employees' achievements and behaviour
- Address employees' performance concerns and work out an action plan to achieve desired performance

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Career Management

Approach 4A

Consider the downstream HR impact of the selected Job Redesign interventions

Overview

Further Information

Next, learn about Approach 4B

1

Classify jobs into job families

- Define the job profile/job description
- Assign jobs of similar nature, which require similar knowledge and skills, into the same job family

2

Develop a job levelling system applicable across job families

- Identify jobs which require similar level of roles and responsibilities, as well as years of experience, and link them to certain job grades across different job families

3

Define key skills required

- Ensure the required skills and years of experience are listed for each job family

4

Create possible vertical and lateral pathways

- Identify the possible career movements for employees across different job roles

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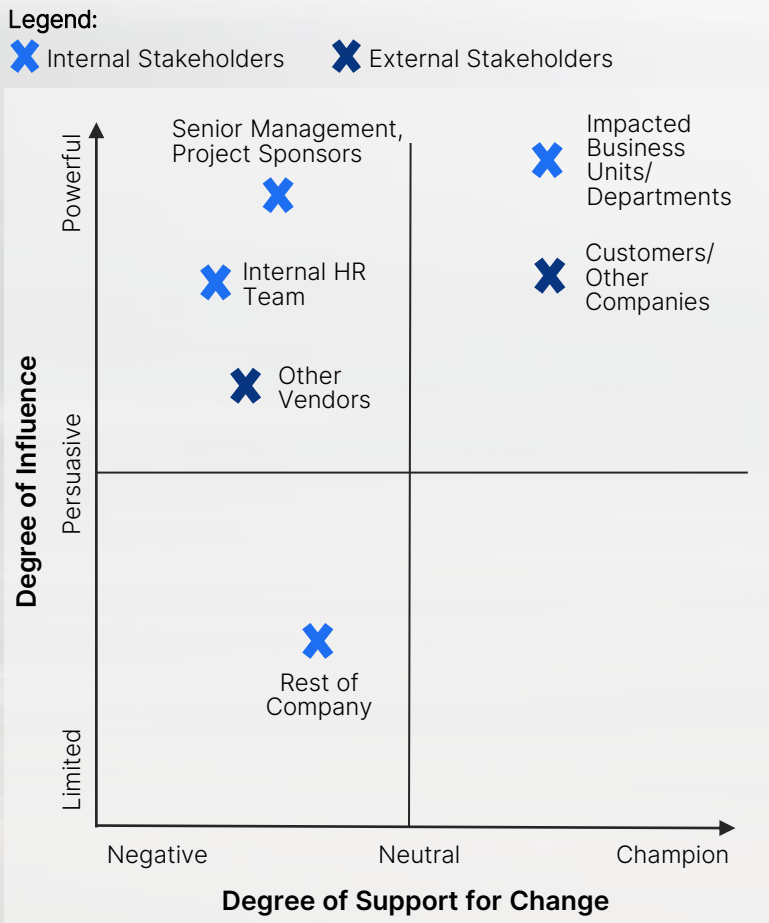2. Select intervention
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Compensation and Benefits

Approach 4A

Consider the downstream HR impact of the selected Job Redesign interventions

1

Evaluate the job role and criticality of skills

- Determine the relative worth of a job, in relation to other jobs, through job evaluation on the basis of its content and the complexity

2

Benchmark similar job roles to industry standards

- Refer to industry specific wage data and procure salary survey information
- Compare similar job roles within the industry specific reports

3

Examine the new skills of the redesigned job

- Understand the current wage structure within the organisation
- Examine additional skillsets and corresponding increase in responsibilities

Overview

Further Information

Next, learn about Approach 4B

1 2 3 4 **5**

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Approach 4B

Map out key activities to successfully roll out the Job Redesign effort

Overview

Further Information

Next, learn about Step 5

Objectives

▪ Plan for the successful implementation of Job Redesign Interventions

Detailed Activities

▪ Create an Action Plan for the implementation of the selected Job Redesign interventions. The Action Plan should include:
  ▪ Implementation activities grouped by phases and/or workstreams, such as

Grant application to offset cost of implementation	Technology/system implementation	Downstream HR interventions	Change Management

  ▪ Persons responsible for the activities
  ▪ Status of the activities
  ▪ Expected duration of time to complete activities, including the start date and target completion date
  ▪ Any remarks on the activities and progress

Outputs

▪ Action Plan for the implementation of the selected Job Redesign interventions

Samples

➕ Action Plan

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Change Management

With every Job Redesign, the largest risk and challenge would be to communicate with employees and creating a message where they can understand the 'why' without assuming that the organisation is cost cutting and that they have already "lost their job" before it all begins.

Approach 4B

Map out key activities to successfully roll out the Job Redesign effort

Overview

Further Information

Next, learn about Step 5

Questions raised...	Combatting pitfalls of Job Redesign through effective Change Management...

Apply these 8 steps in your planning process for implementing change.

How will my job change?

How will the new process impact my workload?

What skills do I need to unlearn/relearn?

How will my performance measures change?

If I am going to be doing more, will my pay be revised?

What support will I be given to transition into the new ways of working?

1. Why
Define the purpose, outcomes and case for the proposed change

2. Understand needs
Build a rich understanding of all stakeholder preferences, needs and reactions

3. Understand the change
Develop a deep understanding of the implications of the Job Redesign or change

4. Co-create the future
Co-design the future ways of working and experience

5. Align the company
Design the future company and ways of working

6. Prepare the company
Get the business ready for the change

7. Build the capability
Training and knowledge transfer to lift capability and drive self-sufficiency

8. Execute and sustain the change
Implement new ways of working, measure success and track benefit realisation

UNDERSTAND — Co-ordinate, Communicate, Engage — Data, Analytics, Insight — Purposeful — Personalized — Interactive — Insightful — EXECUTE — Co-ordinate, Communicate, Engage — Data, Analytics, Insight

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Change Management

Approach 4B

Map out key activities to successfully roll out the Job Redesign effort

Overview

Further Information

Who are the key stakeholders

Legend:
- ✕ Internal Stakeholders
- ✕ External Stakeholders

Stakeholder map — Degree of Influence (Powerful, Persuasive, Limited) vs Degree of Support for Change (Negative, Neutral, Champion):
- Senior Management, Project Sponsors
- Internal HR Team
- Other Vendors
- Rest of Company
- Impacted Business Units/Departments
- Customers/Other Companies

Potential concerns

Internal Stakeholders

- How does the change impact the role of the current job incumbents?
- How do we articulate the support for change?
- What training is required to support the impacted job incumbents to take on the redesigned role?
- How does the redesigned job impact other business units/departments?

External Stakeholders

- How does the redesigned job role impact the end customers/other stakeholders?
- How does the redesigned job role impact interaction with vendors?

How to mitigate their concerns

- Early stakeholder engagement
- Align needs/expectations & customise change plans
- Continued emphasis on relaying benefits of adoption
- Real-time messaging (e.g. mixed media; social media platforms, digital banners)
- Hands-on training/self-help resources
- Direct access to address queries (e.g. helpdesks, mailbox)
- Clear guidance on new working ways

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1 | 2

Approach 4B

Map out key activities to successfully roll out the Job Redesign effort

Overview

Further Information

Next, learn about Step 5

Sample Action Plan

Workstream	Activities	Person Responsible	Status	Remarks	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Grant Application	Prepare and submit grant application documents	HR Manager	Completed		▮					
	Monitor grant application outcome	HR Manager	In progress			▮▮▮▮				
Technology/ system Implementation	Research and shortlist Performance Management (PM) platforms	HR Executive	Completed	Shortlisted X platform	▮					
	Seek approval for selected PM platform	HR Manager	Completed		▮					
	Gather functional requirements for PM platform	Tech Vendor	Not started	Pending grant outcome				▮		
	Configure and migrate data into PM platform	Tech Vendor	Not started						▮▮	
	Conduct User Acceptance Testing for PM platform	Tech Vendor	Not started							▮
	Conduct system training and prepare for go-live	Tech Vendor	Not started							▮
Downstream HR Interventions	Review the KPIs and performance expectations for the redesigned job role	Functional Manager	Completed		▮					
	Identify skills gaps and trainings for incumbents in the redesigned job role	Functional Manager	In progress			▮▮▮				
	Review compensation of incumbents through job evaluation of the redesigned role	HR Manager	Completed			▮				
Change Management	Communicate changes to incumbents in the redesigned job role and their stakeholders	Functional Manager	In progress				▮▮▮▮▮▮▮			
	Update necessary documents (e.g. SOP, policies, templates)	Functional Manager	In progress				▮▮▮▮			

Samples (click here to download templates)

❌ Action Plan

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Step 5

Conduct Job Redesign Implementation

Objectives:

- Implement Job Redesign based on the identified action plan
- Ensure a smooth transition for your employees to take on their redesigned job roles

Approaches

5A	Roll out the Job Redesign implementation activities

Read more ›

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Objectives

- Ensure a successful Job Redesign implementation and smooth transition to the new ways of working for the impacted incumbents and stakeholders

Approach 5A

Roll out the Job Redesign implementation activities

Detailed Activities

- Execute the action plan for Job Redesign implementation by:
  - Appointing and collaborating with the appropriate stakeholders on the implementation activities
  - Tracking, reporting and managing the progress and risks of the implementation
  - Piloting Job Redesign interventions with sub-groups, where feasible, to test out and refine the planned interventions before rolling out to the larger group
  - Incorporating Change Management efforts to support the Job Redesign implementation
- Develop solutions to address any challenges and risks that arise during the implementation of Job Redesign

Outputs

- Job Redesign implementation

Next, learn about Step 6

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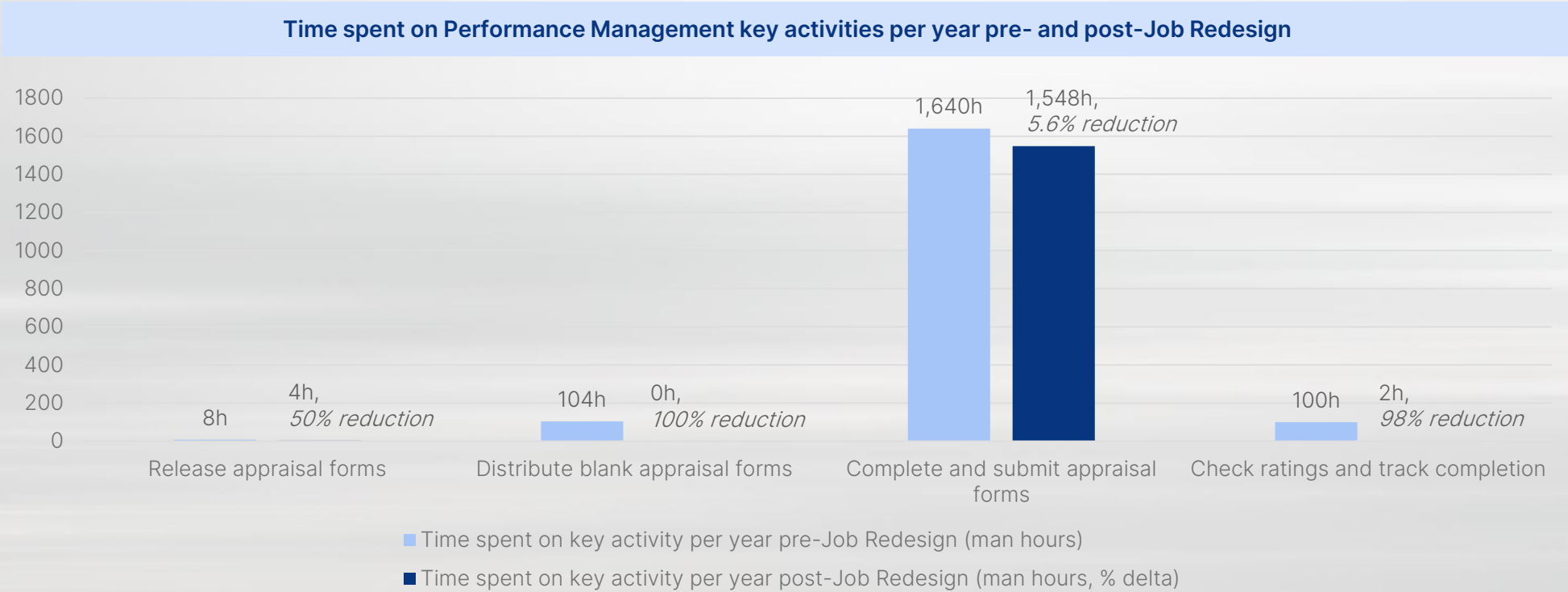Performance and Rewards

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Step 6

Post-Job Redesign Implementation Analysis

Objectives:

▪ Evaluate the effectiveness of the implemented interventions post-Job Redesign

▪ Monitor and identify areas for continuous improvement

Approaches

| 6A | Assess the effectiveness of Job Redesign interventions post-implementation |

Read more ❯

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Objectives

- Ascertain how well the desired outcomes were achieved by evaluating the impact of the implemented Job Redesign interventions
- Ensure the Job Redesign implementation is sustainable and continuously improved upon

Approach 6A

Assess the effectiveness of Job Redesign interventions post-implementation

Detailed Activities

- Conduct job shadowing for the incumbents of the redesigned job role(s) to understand how the Job Redesign implementation has impacted their role(s) and process(es)
- Gather feedback from incumbents and stakeholders of the redesigned job role(s) to identify positive and negative impact of Job Redesign interventions
- Assess the impact to quantitative and/or qualitative KPIs upon the implementation of the Job Redesign interventions, by revisiting the success measures that were defined earlier in the Job Redesign implementation
- Identify any areas of changes and/or improvements to the redesigned process(es) and job role(s) as part of continuous improvement efforts
- Present impact of Job Redesign interventions and areas of improvement to Senior Management as part of the reporting on the outcomes of Job Redesign

Outputs

- Actual time savings post-Job Redesign and/or impact to other success measures
- Potential areas for improvements to the Job Redesign intervention

Samples

➕ Time Estimates Post-Job Redesign   ➕ Actual Time Savings Post-Job Redesign

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Approach 6A

Assess the effectiveness of Job Redesign interventions post-implementation

Sample Time Estimates Post-Job Redesign

Process: Performance Management (PM)

Non-exhaustive list

Key Activities	Redesigned Process Steps	Breakdown of Time Spent	Manual or Tech-enabled Process Step?	Actual Time Spent Per Run of Redesigned Process Step (man hours per incumbent)	Actual Time Spent Per Year on Redesigned Process Step (man hours across all incumbents and cycles)	Actual Time Spent on Key Activity Per Year (man hours)
Release appraisal forms	**F1:** Release appraisal forms and communicate start of PM cycle	▪ 1 HR Manager takes 2 hours to trigger release of the appraisal forms and communicate start of PM cycle ▪ Additional communications via Whatsapp are sent out to support email notification from system ▪ There are 2 PM cycles each year	Tech-enabled	2h	4h (2h x 2 cycles)	4h
Distribute blank appraisal forms	-		Tech-enabled	-	-	-
	-		Tech-enabled	-	-	
Complete and submit appraisal forms	**F2:** Discuss and complete appraisal form	▪ There are 1500 Staff across project sites ▪ Functional Supervisors take an average of 30 minutes to discuss each individual Staff's performance and complete the appraisal forms	Tech-enabled	0.5h	1,500h (0.5h x 1500 Staff x 2 cycles)	1,548h
	F3: Approve appraisal ratings	▪ Functional Managers take, on average, 24 hours to check and approve all Staff ratings	Tech-enabled	24h	48h (20h x 2 cycles)	
Check ratings and track completion	**F4:** Track completion rate	▪ 1 HR Executive takes 1 hour to monitor the completion rates for the submitted appraisal forms	Tech-enabled	1h	2h (1h x 2 cycles)	2h
					TOTAL	**1,554h**

Samples (click here to download templates)

✕ Time Estimates Post-Job Redesign   ➕ Actual Time Savings Post-Job Redesign

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Approach 6A

Assess the effectiveness of Job Redesign interventions post-implementation

Sample Actual Time Savings Post-Job Redesign

Process: Performance Management (PM)

Non-exhaustive list

Key Activities	Time Spent on Key Activity Per Year Pre-Job Redesign (man hours)	Time Spent on Key Activity Per Year Post-Job Redesign (man hours)	Delta between Time Spent on Key Activity Pre- and Post-Job Redesign (%)
Release appraisal forms	8h	4h	-50%
Distribute blank appraisal forms	104h	-	-100%
Complete and submit appraisal forms	1,640h	1,548h	-5.6%
Check ratings and track completion	100h	2h	-98%
	TOTAL: 1,852h	**TOTAL:** 1,554h	-16.1%

‹ **1** ② ›

Samples (click here to download templates)

➕ Time Estimates Post-Job Redesign   ✖ Actual Time Savings Post-Job Redesign

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Approach 6A

Assess the effectiveness of Job Redesign interventions post-implementation

Sample Actual Time Savings Post-Job Redesign

Process: Performance Management (PM)

Non-exhaustive list

Time spent on Performance Management key activities per year pre- and post-Job Redesign

Release appraisal forms	8h	4h, *50% reduction*
Distribute blank appraisal forms	104h	0h, *100% reduction*
Complete and submit appraisal forms	1,640h	1,548h, *5.6% reduction*
Check ratings and track completion	100h	2h, *98% reduction*

■ Time spent on key activity per year pre-Job Redesign (man hours)
■ Time spent on key activity per year post-Job Redesign (man hours, % delta)

Samples (click here to download templates)

➕ Time Estimates Post-Job Redesign   ✖ Actual Time Savings Post-Job Redesign

① ②

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HR Technology Solutions

Overview

HR Technology Solutions can be leveraged to enhance your HR capabilities and productivity. Find out more about available HR Technology Solutions and how they can enable your HR job functions by clicking into each of the HR functional areas below.

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🗨 Conversational AI Chatbots

Conversational AI Chatbots engage and respond to employees on basic HR queries and requests, alleviating manual effort for basic and routine transactions. All conversations with employees can be collected for analysis of key themes and to refine the chatbots' responses.

🖥 Technology Features:

- Able to process natural language and respond to basic queries and requests based on pre-defined rules
- Responds to employee queries and requests rapidly and in a consistent manner at all hours
- Able to escalate more complex or uncommon queries and requests for human intervention
- Collects and analyses data from queries and requests to improve future responses

♿ Benefits:

- Reduces the manual time and effort required to handle common employee queries and requests
- Provides support to employees rapidly and at all hours
- Responses to queries and requests by the Conversational AI Chatbots improve over time with more data
- Frees up HR professionals' to focus on more complex queries and requests

Enhanced HR Functions:

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Enhanced HR Function: **Employee Experience and Relations**

The Employee Experience and Relations function drives the employee engagement, employee wellbeing, labour relations and workforce culture management of an organisation, including its diversity and inclusion practices.

Non-exhaustive list

As-Is Tasks

- Address employee queries and requests according to organisation and regulatory guidelines

To-Be Tasks

- Develop and update list of responses to common queries and requests, based on organisation and regulatory guidelines, to train the Conversational AI Chatbot

- Handle complex employee queries and requests that have been escalated the Conversational AI Chatbot

Enhanced HR Functions:

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Data Analytics Tools

Data Analytics Tools assist HR to examine raw datasets and extract valuable insights on workforce trends and root causes, in order to address issues and guide the development of initiatives.

Technology Features:

- Able to import, process and clean raw data
- Has in-built and customisable reporting, data visualisation and dashboarding functionalities
- Able to perform data analysis and modelling
- Controls access to personalised reports and dashboards based on audience profiles

Benefits:

- Reduces manual data processing and cleaning
- Enables the scaling of data analysis across data sets
- Enhances reporting, data visualisation and dashboarding for complex data analysis
- Supports the creation of insights through data analysis and modelling to drive action

Enhanced HR Functions:

➕ Employee Experience and Relations

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Enhanced HR Function: **Employee Experience and Relations**

The Employee Experience and Relations function drives the employee engagement, employee wellbeing, labour relations and workforce culture management of an organisation, including its diversity and inclusion practices.

Non-exhaustive list

As-Is Tasks

- Understand employee engagement data to identify trends and patterns
- Derive meaningful insights from the employee engagement findings
- Report on employee engagement findings
- Review employee engagement programmes and communication plans
- Recommend areas of improvement for employee engagement and wellbeing programmes based on employee feedback

To-Be Tasks

- Perform advanced data analysis on employee engagement data to identify trends and patterns
- Derive meaningful insights from the employee engagement analysis by leveraging on regressional analysis and data modelling
- Produce customised reports and dashboards on employee engagement findings
- Review the effectiveness of employee engagement and wellbeing programmes based on insights from employee engagement analysis
- Translate the insights gained from employee engagement tools to recommend corrective or improvement actions

Enhanced HR Functions:

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Non-exhaustive list

Enhanced HR Function: HR Business Partner

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

As-Is Tasks

- Understand employee engagement data to identify trends and patterns specific to business unit
- Provide business unit information to contextualise insights from the employee engagement findings
- Report on employee engagement findings
- Support the review of employee engagement programmes and communication plans
- Recommend areas of improvement for employee engagement and wellbeing programmes based on employee feedback

To-Be Tasks

- Perform advanced data analysis on employee engagement data to identify trends and patterns specific to business unit
- Provide business unit information to contextualise insights from the employee engagement analysis by leveraging on regression analysis and data modelling
- Produce customised reports and dashboards on employee engagement findings for business unit
- Support the review of effectiveness of employee engagement and wellbeing programmes based on insights from employee engagement analysis of the business unit
- Translate the insights gained from employee engagement tools to recommend corrective or improvement actions specific to business unit

Enhanced HR Functions:

+ Employee Experience and Relations

✕ HR Business Partner

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Employee Communication Platforms

Employee Communication Platforms support the interaction, collaboration and knowledge sharing between HR and employees in the company. They facilitate the dissemination of organisation-wide communication and support organisational culture.

Technology Features:

- Facilitates communication, collaboration and knowledge sharing between employees via chats, video calls, screensharing and file sharing
- Supports organisation-wide communication to employees with ability to segment the distribution of communication according to employee profile
- Hosts policies and procedures via a central repository
- Allows employees to subscribe to communication pertaining to areas of interest

Benefits:

- Supports interactions and collaboration between employees to enhance employee culture and teamwork, resulting in increased productivity and efficiency
- Enhances communication between organisation and employees via a central communication platform and repository
- Caters communication to individual employee's profile and areas of interest

Enhanced HR Functions:

➕ Employee Experience and Relations

➕ HR Business Partner

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Non-exhaustive list

Enhanced HR Function: **Employee Experience and Relations**

The Employee Experience and Relations function drives the employee engagement, employee wellbeing, labour relations and workforce culture management of an organisation, including its diversity and inclusion practices.

As-Is Tasks

- Facilitate discussions on employee experience, engagement and wellbeing

- Execute programmes and initiatives designed to improve employee engagement

- Coordinate employee wellbeing workshops and programmes

- Plan and execute communication activities using the appropriate channels/tools for the targeted audience

To-Be Tasks

- Facilitate discussions on employee experience, engagement and wellbeing using the Employee Communication Platform and other appropriate channels/tools

- Execute virtual and in-person programmes and initiatives designed to improve employee engagement

- Coordinate virtual and in-person employee wellbeing workshops and programmes

- Plan and execute communication activities using the Employee Communication Platform and other appropriate channels/tools for the targeted audience

Enhanced HR Functions:

❌ Employee Experience and Relations

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Enhanced HR Function: **HR Business Partner**

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

Non-exhaustive list

📋 As-Is Tasks

- Advise senior management in rolling-out employee engagement communications

- Plan and execute communication activities using the appropriate channels/tools for the targeted audience

📋 To-Be Tasks

- Advise senior management in rolling-out employee engagement communications and hosting policies and procedures via the Employee Communication Platform

- Plan and execute communication activities using the Employee Communication Platform and other appropriate channels/tools for the targeted audience

Enhanced HR Functions:

➕ Employee Experience and Relations

❌ HR Business Partner

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Employee Engagement Survey Software

Employee Engagement Survey Software allow HR teams to create, distribute and analyse employee engagement surveys. The surveys gather employees feedback to assess employee satisfaction and gain insights on employee engagement drivers.

Technology Features:

- Supports the design of different types of employee engagement surveys and personalisation based on employee profile
- Automates the distribution of employee engagement surveys and tracks the rate of completion
- Collates and stores quantitative and qualitative responses to employee engagement surveys
- Able to perform data analysis and supports benchmarking of survey responses
- Generates reports and dashboards to visualise employee engagement results

Benefits:

- Simplifies the design and distribution of employee engagement surveys
- Reduces the time and manual effort required to administer employee engagement surveys, making surveys more scalable
- Personalises employee engagement surveys according to employee profiles
- Supports the creation of insights through data analysis, benchmarking and data visualisation on dashboards

Enhanced HR Functions:

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Enhanced HR Function: **Employee Experience and Relations**

The Employee Experience and Relations function drives the employee engagement, employee wellbeing, labour relations and workforce culture management of an organisation, including its diversity and inclusion practices.

Non-exhaustive list

As-Is Tasks

- Develop employee engagement survey items
- Administer employee engagement surveys
- Collate responses to employee engagement surveys
- Analyse employee engagement data to identify trends and patterns

To-Be Tasks

- Develop employee engagement survey items and personalise the surveys according to employee profiles
- Schedule and trigger the administration of digital and hardcopy employee engagement surveys
- Monitor the rate of completion of employee engagement surveys and encourage participation for higher response rates
- Derive meaningful insights from survey responses by leveraging benchmarks, data analysis and data visualisation tools

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❌ Employee Experience and Relations

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Enhanced HR Function: **HR Business Partner**

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

Non-exhaustive list

As-Is Tasks

- Manually track the business unit's rate of completion of employee engagement surveys
- Understand employee engagement data to identify trends and patterns specific to business unit
- Provide business unit information to contextualise insights from the employee engagement findings
- Report on employee engagement findings
- Support the review of employee engagement programmes and communication plans
- Recommend areas of improvement for employee engagement and wellbeing programmes based on employee feedback

To-Be Tasks

- Monitor the rate of completion of employee engagement surveys and encourage participation for higher response rates
- Perform data analysis on employee engagement data to identify trends and patterns specific to business unit
- Provide business unit information to contextualise insights from the employee engagement analysis by leveraging benchmarks and data analysis tools
- Generate reports and dashboards on employee engagement findings for business unit
- Support the review of effectiveness of employee engagement and wellbeing programmes based on insights from employee engagement analysis of the business unit
- Translate the insights gained from employee engagement tools to recommend corrective or improvement actions specific to business unit

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Employee Wellbeing/Corporate Wellness Platforms

Employee Wellbeing/Corporate Wellness Platforms organise, manage and administer wellness programs that aim to motivate and support employees in establishing and maintaining healthy lifestyle choices.

Technology Features:

- Able to feature a range of corporate wellness programmes ranging across mental health, physical wellbeing, financial wellness and social wellness

- Organises and manages the administration of corporate wellness programmes based on employee profile

- Tracks employee participation and progress on corporate wellness programmes

- Generates reports on availability, uptake and employee feedback on corporate wellness programmes

Benefits:

- Reduces the time and manual effort to administer and manage corporate wellness programmes

- Improves employee experience and wellbeing through convenient access to corporate wellness programmes that are suited to their needs and preferences

- Enhance financial budgeting and decision making for corporate wellness programmes through data analysis of employee utilisation

Enhanced HR Functions:

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Enhanced HR Function: Employee Experience and Relations

The Employee Experience and Relations function drives the employee engagement, employee wellbeing, labour relations and workforce culture management of an organisation, including its diversity and inclusion practices.

Non-exhaustive list

As-Is Tasks

- Coordinate employee wellbeing workshops and programmes

- Collate employee feedback and suggestions on organisation's wellness initiatives

- Propose enhancements to employee wellbeing programmes and initiatives

To-Be Tasks

- Implement employee wellbeing workshops and programmes via the Employee Wellbeing/Corporate Wellness Platform

- Review usage data and employee feedback collected via the Employee Wellbeing/Corporate Wellness Platform

- Propose enhancements and personalisations to employee wellbeing programmes and initiatives based on the data and feedback collected

Enhanced HR Functions:

❌ Employee Experience and Relations

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🖥 HR Automation and Bots

HR Automation and Bots are technology-enabled automation that streamlines HR processes to reduce total time and alleviate manual efforts.

🖥 Technology Features:

- Executes repetitive rule-based tasks performed in a digital environment (replicating human actions across application interfaces)

- Maintains an audit trail of tasks executed

- Notifies user of tasks that cannot be executed according to the rules set

- Able to run at all hours without breaks

- Able to execute tasks based on manual or scheduled trigger (unmonitored)

♿ Benefits:

- Reduces time and manual effort required to execute repetitive rule-based tasks

- Reduces human errors and inconsistencies for high-volume tasks

- Frees HR professionals from non-value added tasks to focus on more strategic responsibilities

- Streamlines processes by reducing steps and handover points through automation

- Improves productivity by leveraging low activity periods to complete tasks while avoiding interference with other actions

Enhanced HR Functions:

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➕ HR Business Partner

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Enhanced HR Function: **Employee Experience and Relations**

The Employee Experience and Relations function drives the employee engagement, employee wellbeing, labour relations and workforce culture management of an organisation, including its diversity and inclusion practices.

Non-exhaustive list

As-Is Tasks

- Administer employee engagement surveys
- Collate responses to employee engagement surveys
- Collate employee feedback and suggestions on organisation's wellness initiative
- Collate feedback on effectiveness of issue resolution
- Coordinate employee wellbeing workshops and programmes

To-Be Tasks

- Provide input on process automation rules to administer employee engagement surveys, collate responses and feedback, as well as coordinate employee wellbeing workshops and programmes
- Check input for accuracy to ensure proper processing of automated tasks
- Trigger automated processes (as required)
- Resolve any error notifications by the automation platform to ensure smooth running of bot

Enhanced HR Functions:

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Enhanced HR Function: HR Business Partner

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

Non-exhaustive list

As-Is Tasks

- Execute communication activities using the appropriate channels/tools for the targeted audience
- Support the Employee Experience and Relations function in delivering employee engagement initiatives to business unit

To-Be Tasks

- Provide input on process automation rules to execute communication activities and deliver employee engagement initiatives to business unit
- Check input for accuracy to ensure proper processing of automated tasks
- Trigger automated processes (as required)
- Resolve any error notifications by the automation platform to ensure smooth running of bot

Enhanced HR Functions:

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Learning and Organisation Development
Performance and Rewards

Talent Attraction
Talent Management

Learning and Organisation Development

Competency Management Software

Competency Management Software facilitate the definition and identification of skills that are key to the job roles of an organisation. These software also track the availability of identified skills in the market and within the organisation, which guide decisions around talent management and development.

Technology Features:

- Able to import and reference existing competency frameworks
- Supports the development and update of the organisational competency framework, which maps out the expected skills of job roles
- Captures the skills possessed by employees and the skills supply at the organisational level
- Highlights skills gaps of employees in their current and future job roles
- Maps skills to relevant learning and development programmes

Benefits:

- Enhances competency building efforts for the organisation by defining the skills required of employees in their respective job roles and the supply and demand of capabilities at the organisational level
- Supports personalised learning plans for targeted competency development based on identified skills gaps
- Facilitates career planning and succession planning by highlighting the skills required of employees who are being considered for the target role

Enhanced HR Functions:

+ Learning and Organisation Development

+ HR Business Partner

HR JR TOOLKIT

JOB REDESIGN METHODOLOGY

1. Diagnose
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Learning and Organisation Development

Enhanced HR Function: Learning and Organisation Development

The Learning and Organisation Development function drives capability development for the workforce, and is responsible for organisational design and transformation initiatives.

Non-exhaustive list

As-Is Tasks

- Identify learning needs based on compliance requirements and input from line managers
- Document learning needs to support the identification of learning programmes
- Prioritise learning needs based on current and future business requirements

To-Be Tasks

- Analyse data gathered from line managers to define the competencies required of job roles
- Analyse data from line managers about current competencies of their employees and gaps identified
- Conduct learning needs analysis to assess current capabilities and areas of development required to deliver against the organisation's strategy, business restructuring and future plans
- Develop customised learning and development strategies, plans and curricula to improve overall workforce capabilities for current and future roles, and to promote lifelong learning

Enhanced HR Functions:

- ✕ Learning and Organisation Development
- ➕ HR Business Partner

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Learning and Organisation Development

Enhanced HR Function: HR Business Partner

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

Non-exhaustive list

As-Is Tasks

- Define learning and development needs based on business needs
- Guide senior management to implement succession plans by identifying and grooming individuals to take over leadership roles within the organisation

To-Be Tasks

- Support line managers to define the competencies required of job roles
- Define learning and development needs based on business needs and staff capabilities
- Guide senior management to identify and groom potential successors to leadership roles based on their performance and skills profile

Enhanced HR Functions:

➕ Learning and Organisation Development

❌ HR Business Partner

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Competency Management Software

Conversational AI Chatbots

Data Analytics Tools

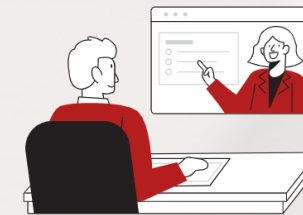HR Automation and Bots

Human Resources Information Systems (HRIS)

Learning Content Development Software

Learning Management Systems

Learning and Organisation Development

Conversational AI Chatbots

Conversational AI Chatbots engage and respond to employees on basic HR queries and requests, alleviating manual effort for basic and routine transactions. All conversations with employees can be collected for analysis of key themes and to refine the chatbots' responses.

Technology Features:

- Able to process natural language and respond to basic queries and requests based on pre-defined rules
- Responds to employee queries and requests rapidly and in a consistent manner at all hours
- Able to escalate more complex or uncommon queries and requests for human intervention
- Collects and analyses data from queries and requests to improve future responses

Benefits:

- Reduces the manual time and effort required to handle common employee queries and requests
- Provides support to employees rapidly and at all hours
- Responses to queries and requests by the Conversational AI Chatbots improve over time with more data
- Frees up HR professionals' to focus on more complex queries and requests

Enhanced HR Functions:

➕ Learning and Organisation Development

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Enhanced HR Function: Learning and Organisation Development

The Learning and Organisation Development function drives capability development for the workforce, and is responsible for organisational design and transformation initiatives.

Non-exhaustive list

- Competency Management Software
- **Conversational AI Chatbots**
- Data Analytics Tools
- HR Automation and Bots
- Human Resources Information Systems (HRIS)
- Learning Content Development Software
- Learning Management Systems

As-Is Tasks

- Respond to employee queries relating to learning programmes

To-Be Tasks

- Develop and update list of responses to common queries and requests, relating to learning programmes, to train the Conversational AI Chatbot
- Handle complex employee queries and requests that have been escalated the Conversational AI Chatbot

Enhanced HR Functions: ✕ Learning and Organisation Development

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Competency Management
Software

Conversational AI Chatbots

Data Analytics Tools

HR Automation and Bots

Human Resources Information
Systems (HRIS)

Learning Content
Development Software

Learning Management
Systems

Learning and Organisation Development

Data Analytics Tools

Data Analytics Tools assist HR to examine raw datasets and extract valuable insights on workforce trends and root causes, in order to adress issues and guide the development of initiatives.

Technology Features:

- Able to import, process and clean raw data
- Has in-built and customisable reporting, data visualisation and dashboarding functionalities
- Able to perform data analysis and modelling
- Controls access to personalised reports and dashboards based on audience profiles

Benefits:

- Reduces manual data processing and cleaning
- Enables the scaling of data analysis across data sets
- Enhances reporting, data visualisation and dashboarding for complex data analysis
- Supports insight creation through data analysis and modelling to drive action

Enhanced HR Functions:

➕ Learning and Organisation Development

➕ HR Business Partner

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Competency Management Software

Conversational AI Chatbots

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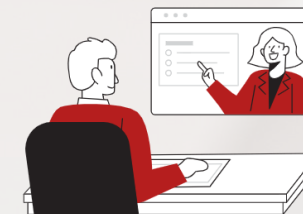HR Automation and Bots

Human Resources Information Systems (HRIS)

Learning Content Development Software

Learning Management Systems

Learning and Organisation Development

Enhanced HR Function: **Learning and Organisation Development**

The Learning and Organisation Development function drives capability development for the workforce, and is responsible for organisational design and transformation initiatives.

Non-exhaustive list

As-Is Tasks

- Gather data and feedback on the business impact of learning and development strategy and programmes in developing organisation capabilities

- Monitor employee participation rates to complement overall evaluation of learning programmes

- Monitor evaluation scores and effectiveness of learning programmes

- Monitor the progress and effectiveness of organisation development and or change interventions

To-Be Tasks

- Monitor and assess the business impact of learning and development strategy and programmes in developing organisation capabilities to meet current and future business needs

- Analyse employee participation rates to complement overall evaluation of learning programmes

- Analyse learning effectiveness evaluation data to derive insights on the effectiveness and return on investment of learning and development programmes and recommend improvement actions to improve workforce capabilities

- Monitor the progress and evaluate the effectiveness of organisation development and or change interventions

Enhanced HR Functions:

❌ Learning and Organisation Development

➕ HR Business Partner

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Enhanced HR Function: HR Business Partner

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

As-Is Tasks

- Gather data and feedback on the business impact of learning and development strategy and programmes in developing business unit capabilities

- Monitor business unit's employee participation rates to complement overall evaluation of learning programmes

- Monitor evaluation scores and effectiveness of learning programmes for the business unit

- Monitor the progress and effectiveness of organisation development and or change interventions that impact the business unit

To-Be Tasks

- Monitor and assess the business impact of learning and development strategy and programmes in developing business unit capabilities to meet current and future business needs

- Analyse employee participation rates to complement overall evaluation of learning programmes for the business unit

- Analyse learning effectiveness evaluation data to derive insights on the effectiveness and return on investment of learning and development programmes for the business unit and recommend improvement actions to improve workforce capabilities

- Monitor the progress and evaluate the effectiveness of organisation development and or change interventions that impact the business unit

Enhanced HR Functions:

➕ Learning and Organisation Development

✖ HR Business Partner

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Learning and Organisation Development

HR Automation and Bots

HR Automation and Bots are technology-enabled automation that streamlines HR processes to reduce total time and alleviate manual efforts.

Technology Features:

- Executes repetitive rule-based tasks performed in a digital environment (replicating human actions across application interfaces)
- Maintains an audit trail of tasks executed
- Notifies user of tasks that cannot be executed according to the rules set
- Able to run at all hours without breaks
- Able to execute tasks based on manual or scheduled trigger (unmonitored)

Benefits:

- Reduces time and manual effort required to execute repetitive rule-based tasks
- Reduces human errors and inconsistencies for high-volume tasks
- Frees HR professionals from non-value added tasks to focus on more strategic responsibilities
- Streamlines processes by reducing steps and handover points through automation
- Improves productivity by leveraging low activity periods to complete tasks while avoiding interference with other actions

Enhanced HR Functions:

+ Learning and Organisation Development

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Learning and Organisation Development

- Competency Management Software
- Conversational AI Chatbots
- Data Analytics Tools
- **HR Automation and Bots**
- Human Resources Information Systems (HRIS)
- Learning Content Development Software
- Learning Management Systems

Enhanced HR Function: Learning and Organisation Development

The Learning and Organisation Development function drives capability development for the workforce, and is responsible for organisational design and transformation initiatives.

Non-exhaustive list

As-Is Tasks

- Collate data from line managers about current competencies of their employees
- Compute learning expenses against allocated budgets
- Communicate developed learning courses' schedule and objectives to employees
- Register employees for learning courses
- Send learning course instructions and reminders to employees
- Track employee participation rates in learning programmes
- Generate learning and post-learning reports through evaluation survey findings

To-Be Tasks

- Provide input on process automation rules pertaining to learning and development processes
- Check input for accuracy to ensure proper processing of automated tasks
- Trigger automated processes (as required)
- Resolve any error notifications by the automation platform to ensure smooth running of bot

Enhanced HR Functions: ⊗ Learning and Organisation Development

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Learning and Organisation Development

Human Resources Information Systems (HRIS)

Human Resources Information Systems (HRIS) centralise workforce information, streamline administrative tasks and serve as a single source of reference for HR operations and data. The systems store, track and manage data including employee information, HR policies and organisational structure.

Technology Features:

- Stores and maintains updated employee data in a centralised database
- Captures organisational structure and workforce information, in the form of roles and reporting lines, to facilitate workflows
- Supports HR compliance by managing access to employee data, and flagging missing or outdated information
- Generates pre-configured reports pertaining to workforce and HR operations
- Generates pre-configured HR documentation based on information stored in system

Benefits:

- Avoids conflict in information across HR operations and other functions by serving as a single source of truth for employee data
- Reduces the time and manual effort required for administrative HR tasks by streamlining data and workflow management
- Reduces human errors and inconsistencies in employee data and workflow management
- Ensures HR compliance and fairness by adhering to pre-set system rules when managing employee data and eligibility (per HR policies)

Enhanced HR Functions:

+ Learning and Organisation Development

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- Learning Content Development Software
- Learning Management Systems

Enhanced HR Function: Learning and Organisation Development

The Learning and Organisation Development function drives capability development for the workforce, and is responsible for organisational design and transformation initiatives.

Non-exhaustive list

As-Is Tasks

- Manually track employees' mandatory learning requirements to ensure compliance with regulatory standards

To-Be Tasks

- Generate reports on employees' learning requirements
- Monitor learning reports to ensure compliance with regulatory standards

Enhanced HR Functions:

✕ Learning and Organisation Development

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Learning and Organisation Development

Learning Content Development Software

Learning Content Development Software support the creation of digital learning content that are catered to different learning delivery channels, learner groups and organisational needs.

Technology Features:

- Supports the creation, design and editing of learning content across different elements of multimedia (e.g. text, image, audio, video)
- Able to incorporate interactive elements into learning content
- Usually has pre-designed templates that can be adapted to suit different learning contents

Benefits:

- Simplifies learning content creation for individuals who may not have a background in didactics and design
- Enables creation of learning content that are specific to the organisation and aligned to branding
- Facilitates the management of existing learning such as repurposing and/or updating existing courses
- Supports agile learning programmes through the ability to create learning content quickly and easily

Enhanced HR Functions:

➕ Learning and Organisation Development

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Enhanced HR Function: Learning and Organisation Development

The Learning and Organisation Development function drives capability development for the workforce, and is responsible for organisational design and transformation initiatives.

Non-exhaustive list

As-Is Tasks

- Develop courseware development plans
- Source curriculum items according to design specification from courseware development plans
- Develop courseware materials based on analyses of curriculum objectives and specifications

To-Be Tasks

- Develop courseware development plans and user experience journeys for learners to facilitate achievement of learning experience objectives
- Incorporate design specification from courseware development plans into templates
- Develop digital and interactive courseware materials based on analyses of curriculum objectives and specifications

Enhanced HR Functions: ⊗ Learning and Organisation Development

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Learning Management Systems

Learning Management Systems

Learning Management Systems facilitate the administration, documentation, tracking and reporting of employees' educational courses, trainings and development programmes.

🖵 Technology Features:

- Manages details of training courses, users and roles
- Enables assignment of training courses and communication of training details and reminders
- Manages training scheduling
- Tracks and reports training completion, evaluation scores and feedback

Benefits:

- Reduces time and manual effort required to administer and monitor progress of learning programmes
- Reduces human errors and inconsistencies that result from manual administration of learning programmes
- Improves employee experience through user-friendly access to learning programmes and timely communication of training details and reminders
- Enhances data management pertaining to learning programmes and employees' compliance to mandatory training

Enhanced HR Functions:

➕ Learning and Organisation Development

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Learning and Organisation Development

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- **Learning Management Systems**

Enhanced HR Function: Learning and Organisation Development

The Learning and Organisation Development function drives capability development for the workforce, and is responsible for organisational design and transformation initiatives.

Non-exhaustive list

As-Is Tasks

- Create and update learning programmes schedules
- Communicate developed learning courses' schedule and objectives to employees
- Manually register employees for learning courses
- Send learning course instructions and reminders to employees
- Track employee participation rates in learning programmes
- Compile evaluation scores and effectiveness of learning programmes

To-Be Tasks

- Maintain learning programmes schedules in the Learning Management System
- Maintain information of developed learning courses' schedule and objectives in the Learning Management System
- Assign learning courses to employees
- Trigger system notifications on learning course instructions and reminders to employees
- Analyse employee participation rates to complement overall evaluation of learning programmes
- Analyse evaluation scores and effectiveness of learning programmes

Enhanced HR Functions: ❌ Learning and Organisation Development

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Employee Perks Platforms ›

Employee Recognition Software ›

Employee Medical Benefits Software ›

HR Automation and Bots ›

Data Analytics Tools ›

Human Resources Information Systems (HRIS) ›

Conversational AI Chatbots ›

Performance and Rewards

Payroll Software ›

Compensation Management Software ›

Performance Management Platforms ›

Compensation Benchmarking Platforms ›

Workforce Management Software ›

Relocation Management Software ›

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Employee Perks Platforms

Employee Recognition Software

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Payroll Software

Performance Management Platforms

Relocation Management Software

Workforce Management Software

Compensation Benchmarking Platforms

Compensation Benchmarking Platforms provide up-to-date and accurate international labour market indicators such as market pay rates and data on the supply and demand of the workforce to help organisations determine competitive employee wages.

Technology Features:

- Assigns job value to job roles based on job evaluation framework
- Enables benchmarking of compensation against data available for comparable job roles in the market
- Trawls data on labour and compensation trends, including the supply and demand for specific job roles

Benefits:

- Ensures the organisation remains talent competitive by benchmarking compensation packages against market practice
- Supports strategic talent attraction and management initiatives by understanding labour trends and the supply and demand of talent

Enhanced HR Functions:

+ Performance and Rewards

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Relocation Management
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Workforce Management
Software

Enhanced HR Function: **Performance and Rewards**

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

As-Is Tasks

- Propose employees' job size based on comparable job roles in the market

- Identify peer companies and competitors of the organisation to support benchmarking

- Perform salary and benefits benchmarking using available data on industry compensation and benefits practices

- Design and implement compensation packages for the organisation

To-Be Tasks

- Conduct job analysis and evaluations to propose employees' job size using an established job evaluation framework

- Identify peer companies, competitors and organisations in other industries, who compete for similar talents, to support benchmarking

- Conduct salary and benefits study to support recommendations on compensation structure and benefits packages that align to the industry range and meets the organisation's financial budget

- Design and implement compensation packages, with targeted pay practices and components to address specific talent needs of the organisation

Enhanced HR Functions:

❌ Performance and Rewards

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Compensation Management Software

Compensation Management Software help organisations to design, plan, implement, track and optimise their compensation packages. As compensation packages can include a variety of modular and fluctuating components, these software help to maximise employee motivation while balancing the financial impact of each initiative.

Technology Features:

- Supports the design and update of salary grades and structures
- Models different compensation structures and components, and their impact to financials
- Enables compensation budget planning and decision-making on compensation and benefits packages

Benefits:

- Enhances the design and review of compensation structures through analysis and modelling of their financial impact
- Reduces the time and manual effort required to analyse and update compensation and benefits packages

Enhanced HR Functions:

➕ Performance and Rewards

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Performance and Rewards

Enhanced HR Function: **Performance and Rewards**

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

📋 As-Is Tasks

- Translate compensation management policy and strategy into salary grid, grade structures and compensation programmes

- Guide line managers in the usage of compensation strategies and programmes to attract, motivate and retain workforce

- Design benefits package that is aligned to regulations, market practice and organisation's budget

✅ To-Be Tasks

- Translate compensation management policy and strategy into salary grid, grade structures and targeted compensation programmes that would incentivise workforce based on the expectations of the role

- Guide line managers in the usage of compensation strategies and programmes to attract, motivate and retain workforce, by modelling their financial impact

- Design benefits package that meets employee profiles and organisation's budget, and which is aligned to organisation's employer brand and employee value proposition

Enhanced HR Functions:

❌ Performance and Rewards

HR JR TOOLKIT

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🗨 Conversational AI Chatbots

Conversational AI Chatbots engage and respond to employees on basic HR queries and requests, alleviating manual effort for basic and routine transactions. All conversations with employees can be collected for analysis of key themes and to refine the chatbots' responses.

🖥 Technology Features:

- Able to process natural language and respond to basic queries and requests based on pre-defined rules
- Responds to employee queries and requests rapidly and in a consistent manner at all hours
- Able to escalate more complex or uncommon queries and requests for human intervention
- Collects and analyses data from queries and requests to improve future responses

♿ Benefits:

- Reduces the manual time and effort required to handle common employee queries and requests
- Provides support to employees rapidly and at all hours
- Responses to queries and requests by the Conversational AI Chatbots improve over time with more data
- Frees up HR professionals' to focus on more complex queries and requests

Enhanced HR Functions: ➕ Performance and Rewards

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Enhanced HR Function: **Performance and Rewards**

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

As-Is Tasks

- Respond to employee queries relating to performance management, compensation and benefits

To-Be Tasks

- Develop and update list of responses to common queries and requests, relating to performance management, compensation and benefits, to train the Conversational AI Chatbot

- Handle complex employee queries and requests that have been escalated the Conversational AI Chatbot

Enhanced HR Functions:

❌ Performance and Rewards

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Data Analytics Tools

Data Analytics Tools assist HR to examine raw datasets and extract valuable insights on workforce trends and root causes, in order to address issues and guide the development of initiatives.

Technology Features:

- Able to import, process and clean raw data
- Has in-built and customisable reporting, data visualisation and dashboarding functionalities
- Able to perform data analysis and modelling
- Controls access to personalised reports and dashboards based on audience profiles

Benefits:

- Reduces manual data processing and cleaning
- Enables the scaling of data analysis across data sets
- Enhances reporting, data visualisation and dashboarding for complex data analysis
- Supports insight creation through data analysis and modelling to drive action

Enhanced HR Functions:

➕ Performance and Rewards

➕ HR Business Partner

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Enhanced HR Function: Performance and Rewards

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

As-Is Tasks

- Prepare performance and rewards data for reporting
- Gather feedback on the effectiveness of performance management system and its related communications efforts
- Gather employee feedback on benefits schemes
- Report utilisation rate of employee benefits and programmes
- Gather data on the relevance of the benefits, including health and wellness programmes

To-Be Tasks

- Analyse historical and current HR data to recognise trends and patterns in performance and rewards
- Conduct diagnostic analytics on HR data to identify causes of behaviours and performance outcomes
- Monitor and evaluate the effectiveness of performance management system and its related communications efforts by analysing data and feedback, and developing continuous improvement actions
- Analyse employee feedback on benefits schemes
- Analyse utilisation rate of employee benefits and programmes
- Measure the impact and relevance of the benefits, including health and wellness programmes

Enhanced HR Functions:

❌ Performance and Rewards

➕ HR Business Partner

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Enhanced HR Function: **HR Business Partner**

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

Non-exhaustive list

As-Is Tasks

- Prepare business unit's performance and rewards data for reporting
- Gather feedback on the effectiveness of performance management system and its related communications efforts for the business unit
- Gather business unit's employee feedback on benefits schemes
- Report utilisation rate of employee benefits and programmes by the business unit
- Gather data on the relevance of the benefits, including health and wellness programmes, to the business unit

To-Be Tasks

- Analyse historical and current HR data to recognise trends and patterns in the business unit's performance and rewards
- Conduct diagnostic analytics on HR data to identify causes of behaviours and performance outcomes for the business unit
- Monitor and evaluate the effectiveness of performance management system and its related communications efforts by analysing data and feedback, and developing continuous improvement actions for the business unit
- Analyse business unit's employee feedback on benefits schemes
- Analyse utilisation rate of employee benefits and programmes by the business unit
- Measure the impact and relevance of the benefits, including health and wellness programmes, to the business unit

Enhanced HR Functions:

➕ Performance and Rewards

✖ HR Business Partner

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Performance and Rewards

Employee Medical Benefits Software

Employee Medical Benefits Software streamline the medical claims process and eases the workflow between the organisation and heathcare/insurance company for better user experience and more efficient payment and reimbursement of employees' healthcare services.

Technology Features:

- Communicates information on medical benefits, medical panel, employee eligibility and balance of medical benefit
- Manages the administration of employee medical benefits based on employee profile, including the processing of cashless medical claims and reimbursement
- Generates reports on the utilisation of medical benefits and employee feedback on the benefits
- Consolidates outstanding payments pertaining to employee medical benefits for financial processing

Benefits:

- Reduces the time and manual effort to administer medical benefits, process claims and settle payments with healthcare/insurance providers
- Improves employee experience through convenient access to information on medical benefits and processing of medical claims
- Enhances financial budgeting and decision making for employee medical benefits through data analysis of medical benefits utilisation

Enhanced HR Functions: + Performance and Rewards

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Enhanced HR Function: **Performance and Rewards**

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

As-Is Tasks

- Communicate medical benefits and respond to routine employee queries on matters relating to medical benefits

- Collate and process submitted medical benefits claims to ensure accurate disbursements

- Liaise with organisation's vendors and partners on medical benefits and payment processing

- Generate medical benefits claims reports

- Gather data on employee demographics and risk profiles to support review of medical benefits programmes

To-Be Tasks

- Guide employees to refer to the Employee Medical Benefits Software for information on medical benefits

- Manage the system rules for processing of submitted medical benefits claims to ensure accurate disbursements via the Employee Medical Benefits Software

- Liaise with organisation's vendors and partners on medical benefits programme design and financials

- Generate medical benefits claims reports and dashboards for data analysis and visualisation

- Analyse data on employee demographics and risk profiles, utilisation of medical benefits and employee feedback to support review of medical benefits programmes and provide recommendations on areas for improvement

Enhanced HR Functions: ✕ Performance and Rewards

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Performance and Rewards

Employee Perks Platforms

Employee Perks Platforms facilitate the dissemination of information on the various perks offered by the organisation, and manage the administration of these employee benefits and programmes.

Technology Features:

- Able to feature a range of employee perks, including corporate discounts, memberships and facilities

- Organises and manages the administration of employee perks based on employee profile

- Tracks employee utilisation of employee perks

- Generates reports on the availability and uptake of employee perks, and employee feedback on the perks

Benefits:

- Reduces the time and manual effort to administer and manage employee perks

- Improves employee experience through convenient access to employee perks that are suited to their needs and preferences

- Enhances financial budgeting and decision making for employee perks through data analysis of employee perks utilisation

Enhanced HR Functions:

⊕ Performance and Rewards

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Enhanced HR Function: Performance and Rewards

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

As-Is Tasks

- Implement and administer employee perks
- Communicate employee perks and respond to routine employee queries on matters relating to employee perks
- Liaise with organisation's vendors and partners on employee perks
- Generate reports on employee perks utilisation and costs
- Gather data on employee profiles to support review of employee perks

To-Be Tasks

- Implement and administer employee perks using the Employee Perks Platform
- Guide employees to refer to the Employee Perks Platform for information on employee perks
- Liaise with organisation's vendors and partners on employee perks programme design and financials
- Generate reports and dashboards for data analysis and visualisation on employee perks
- Analyse data on employee profiles, utilisation of employee perks and employee feedback to support review of employee perks programmes and provide recommendations on areas for improvement

Enhanced HR Functions: ✖ Performance and Rewards

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Performance and Rewards

Employee Recognition Software

Employee Recognition Software centralise and standardise employee recognition programmes. The requirements and qualifications for rewards are communicated on the software, which is also used by employees and HR to monitor employees' progress towards achieving the rewards.

Technology Features:

- Supports employee recognition programmes that range from earning of rewards, through the display of desired behaviour, and peer recognition

- Manages the administration and communication pertaining to employee recognition programmes

- Tracks the progress of employees on recognition programmes and triggers the associated reward when employees achieve their target

- Generates reports on the uptake of employee recognition programmes and employee feedback on the programmes

Benefits:

- Reduces the time and manual effort to administer and manage employee recognition programmes

- Enhances employee engagement and alignment to the organisational culture by incentivising desired behaviours

- Improves employee experience through convenient access to employee recognition programmes

- Enhances financial budgeting and decision making for employee recognition programmes through data analysis of the uptake of the programmes

Enhanced HR Functions:

➕ Performance and Rewards

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Enhanced HR Function: **Performance and Rewards**

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

As-Is Tasks

- Translate rewards policy and strategy into employee recognition programmes to incentivise the workforce

- Implement and administer employee recognition programmes

- Communicate employee recognition programmes and respond to routine employee queries on matters relating to employee recognition programmes

- Liaise with organisation's vendors and partners on employee recognition programmes

- Generate reports on participation rate and costs of employee recognition programmes

- Gather data on employee profiles to support review of employee recognition programmes

To-Be Tasks

- Translate rewards policy and strategy into differentiated employee recognition programmes to incentivise the workforce based on the role expectations, employee profiles and the organisation's employee value proposition

- Implement and administer employee recognition programmes using the Employee Recognition Software

- Guide employees to the Employee Recognition Software for information on employee recognition programmes

- Liaise with organisation's vendors and partners on employee recognition programmes design and financials

- Generate reports and dashboards for data analysis and visualisation on employee recognition programmes

- Analyse data on employee profiles, participation rate and employee feedback to support review of employee recognition programmes and provide recommendations on areas for improvement

Enhanced HR Functions:

❌ Performance and Rewards

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HR Automation and Bots

HR Automation and Bots are technology-enabled automation that streamlines HR processes to reduce total time and alleviate manual efforts.

Technology Features:

- Executes repetitive rule-based tasks performed in a digital environment (replicating human actions across application interfaces)
- Maintains an audit trail of tasks executed
- Notifies user of tasks that cannot be executed according to the rules set
- Able to run at all hours without breaks
- Able to execute tasks based on manual or scheduled trigger (unmonitored)

Benefits:

- Reduces time and manual effort required to execute repetitive rule-based tasks
- Reduces human errors and inconsistencies for high-volume tasks
- Frees HR professionals from non-value added tasks to focus on more strategic responsibilities
- Streamlines processes by reducing steps and handover points through automation
- Improves productivity by leveraging low activity periods to complete tasks while avoiding interference with other actions

Enhanced HR Functions:

➕ Performance and Rewards

➕ HR Business Partner

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Enhanced HR Function: **Performance and Rewards**

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

As-Is Tasks

- Disseminate information to employees in relation to performance reviews and timelines
- Prepare performance and rewards data for analysis
- Generate performance management reports ensuring confidentiality of performance review data
- Generate monthly payroll reports
- Generate reports on employer contributions towards employee's retirement savings plan
- Generate annual salaries report and income tax declaration forms
- Collate submitted benefits claims for processing and report generation
- Generate benefits claims reports

To-Be Tasks

- Provide input on process automation rules to disseminate information, generate reports, collate claims and prepare data pertaining to performance and rewards
- Check input for accuracy to ensure proper processing of automated tasks
- Trigger automated processes (as required)
- Resolve any error notifications by the automation platform to ensure smooth running of bot

Enhanced HR Functions:

✕ Performance and Rewards

➕ HR Business Partner

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Enhanced HR Function: HR Business Partner

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

Non-exhaustive list

As-Is Tasks

- Prepare business unit's performance and rewards data for analysis

- Generate performance management reports for business unit, ensuring confidentiality of performance review data

To-Be Tasks

- Provide input on process automation rules to prepare business unit's performance and rewards data for analysis and generate performance management reports

- Check input for accuracy to ensure proper processing of automated tasks

- Trigger automated processes (as required)

- Resolve any error notifications by the automation platform to ensure smooth running of bot

Enhanced HR Functions:

➕ Performance and Rewards

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👥 Human Resources Information Systems (HRIS)

Human Resources Information Systems (HRIS) centralise workforce information, streamline administrative tasks and serve as a single source of reference for HR operations and data. The systems store, track and manage data including employee information, HR policies and organisational structure.

🖥 Technology Features:

- Stores and maintains updated employee data in a centralised database
- Captures organisational structure and workforce information, in the form of roles and reporting lines, to facilitate workflows
- Supports HR compliance by managing access to employee data, and flagging missing or outdated information
- Generates pre-configured reports pertaining to workforce and HR operations
- Generates pre-configured HR documentation based on information stored in system

♿ Benefits:

- Avoids conflict in information across HR operations and other functions by serving as a single source of truth for employee data
- Reduces the time and manual effort required for administrative HR tasks by streamlining data and workflow management
- Reduces human errors and inconsistencies in employee data and workflow management
- Ensures HR compliance and fairness by adhering to pre-set system rules when managing employee data and eligibility (per HR policies)

Enhanced HR Functions:

➕ Performance and Rewards

➕ HR Business Partner

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Enhanced HR Function: **Performance and Rewards**

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

As-Is Tasks

- Maintain historical and current employee data in employee personal files
- Gather information on employees' job requirements to support job evaluation in reference to Skills Map of the Skills Framework
- Compile performance, rewards and other employee data for reporting
- Gather data on employee demographics and risk profiles to support review of compensation and benefits programmes

To-Be Tasks

- Maintain historical and current employee data in HRIS
- Gather information on employees' job requirements from HRIS to support job evaluation in reference to Skills Map of the Skills Framework
- Process performance, rewards and other employee data reports from HR systems
- Analyse data on employee demographics and risk profiles to support review of compensation and benefits programmes

Enhanced HR Functions:

➕ Performance and Rewards

➕ HR Business Partner

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Enhanced HR Function: HR Business Partner

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

As-Is Tasks

- Gather information on the employees' job requirements to support job evaluation of roles in the business unit, in reference to Skills Map of the Skills Framework

- Compile business unit's performance, rewards and other employee data for reporting

- Gather data on business unit's employee demographics and risk profiles to support review of compensation and benefits programmes

To-Be Tasks

- Gather information on employees' job requirements from HRIS to support job evaluation of roles in the business unit, in reference to Skills Map of the Skills Framework

- Process business unit's performance, rewards and other employee data reports from HR systems

- Analyse data on business unit's employee demographics and risk profiles to support review of compensation and benefits programmes

Enhanced HR Functions:

➕ Performance and Rewards

✖ HR Business Partner

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Payroll Software

Payroll Software manage, organise and automate payments to employees by tracking worked hours, calculating wages and allowances, and managing employment contributions and taxes.

Technology Features:

- Stores and/or retrieves data on employees' salary, work hours and eligibility for compensation components
- Processes payroll based on pre-configured rules to calculate salary payouts, tax deductions and statutory contributions
- Processes ad hoc payrolls that may include bonus, back pay, advance pay and final pay
- Generates payslips, payroll reports and other payroll documentations required for approvals, submissions and audit

Benefits:

- Reduces the time and manual effort to collate payroll-related information and process payroll calculations
- Reduces rate of human errors and inconsistencies in payroll processing
- Ensures compliance to statutory and tax requirements

Enhanced HR Functions:

➕ Performance and Rewards

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Enhanced HR Function: **Performance and Rewards**

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

📋 As-Is Tasks

- Collate information on employees' profile, compensation package, work hours and leave hours for payroll calculations

- Process regular and ad hoc payrolls to ensure compliance to labour regulations and timely compensation of employees

- Generate payslips, payroll reports, reports on statutory contributions, income tax declaration forms and other documentations as required for approvals, submissions and audit

- Distrbute payslips to employees

✅ To-Be Tasks

- Review the system rules and integration for retrieving data on employees' profile, compensation package, work hours and leave hours, and the pre-configured rules for payroll calculations

- Trigger the processing of regular and ad hoc payrolls, and check payroll reports to ensure compliance to labour regulations and timely compensation of employees

- Review system-generated payslips, payroll reports, reports on statutory contributions, income tax declaration forms and other documentations as required for approvals, submissions and audit

- Ensure employees are able to access e-payslips via the payroll software or by triggering email communication

Enhanced HR Functions: ✖ Performance and Rewards

HR JR TOOLKIT

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🖾 Performance Management Platforms

Performance Management Platforms digitalise, centralise and standardise the performance management process across goal setting, KPI tracking, appraisal, employee development planning and feedback collection, in support of coaching and performance discussions.

🖥 Technology Features:

- Supports the communication and administration of various components of performance management (e.g. goal setting, appraisal of employee performance and demonstration of core competencies)

- Enables the collection of different forms of input for performance management (e.g. self-evaluation, 360 degree feedback, manager's feedback)

- Generates reports on performance management for performance monitoring, historical comparisons and cross-team moderation

⊕ Benefits:

- Reduces the time and manual effort to communicate and administer performance management activities

- Frees HR professionals from non-value added tasks to focus on more strategic responsibilities

- Improves employee experience when completing performance management activities, through the use of user-friendly interfaces that are accessible on the intranet or internet

- Enhances data analysis and visualisation for better insights and decision making on performance management

Enhanced HR Functions:

➕ Performance and Rewards

➕ HR Business Partner

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Enhanced HR Function: **Performance and Rewards**

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

📋 As-Is Tasks

- Administer performance management processes based on the organisation's performance management framework and policies

- Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality

- Generate performance management reports ensuring confidentiality of performance review data

- Gather feedback from employees to evaluate effectiveness of performance management programmes

✅ To-Be Tasks

- Manage the Performance Management System, that administers the performance management processes and automated communications, based on the organisation's performance management framework and policies

- Manage and analyse historical and current HR data to recognise trends and patterns in performance and rewards

- Generate performance management reports and dashboards for data-driven decision making on employee performance and rewards

- Monitor and evaluate the effectiveness of performance management system and its related communications efforts by analysing data and feedback and developing continuous improvement actions

Enhanced HR Functions:

❌ Performance and Rewards

➕ HR Business Partner

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Enhanced HR Function: **HR Business Partner**

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

Non-exhaustive list

As-Is Tasks

- Guide line managers in their understanding and usage of performance management policy, framework and processes

- Coach line managers to cascade key performance indicators and performance goals to employees aligned to business requirements

To-Be Tasks

- Guide line managers in their understanding and usage of performance management policy, framework, processes and the Performance Management System

- Coach line managers to cascade and set pre-configured key performance indicators and performance goals for employees, in the Performance Management System, aligned to business requirements

Enhanced HR Functions:

➕ Performance and Rewards

✖ HR Business Partner

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Relocation Management Software

Relocation Management Software track, administer, and manage relocation benefits and programmes. These software allow organisations to improve the employee relocation experience by providing information and managing relocation expenses more effectively.

⌨ Technology Features:

- Communicates information on employee relocation benefits and programmes, immigration and tax regulations, panel of travel and relocation vendors, employee eligibility and balance of relocation benefits

- Manages the administration of employee relocation benefits and programmes based on employee profile, including the processing of reimbursements

- Generates reports on the utilisation of employee relocation benefits and employee feedback on the benefits

- Consolidates expenses associated with relocation for financial analysis and budgeting

⏣ Benefits:

- Reduces the time and manual effort to administer employee relocation benefits and programmes, process claims and settle payments with travel and relocation vendors

- Improves employee experience through convenient access to information on employee relocation benefits and programmes, and processing of relocation claims

- Enhances financial budgeting and decision making for employee relocation benefits and programmes through data analysis of the utilisation of employee relocation benefits

Enhanced HR Functions:

➕ Performance and Rewards

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Enhanced HR Function: Performance and Rewards

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

📋 As-Is Tasks

- Advise on work permits, visa, tax implications and documentation required for an international workforce

- Communicate employee relocation benefits and programmes, and respond to routine employee queries on matters relating to global mobility

- Collate and process submitted employee relocation benefits claims to ensure accurate disbursements

- Liaise with organisation's vendors and partners on employee relocation benefits and payment processing

- Generate employee relocation benefits claims reports

- Gather data on employee demographics and relocation costs, to support review of employee relocation benefits and programmes

☑ To-Be Tasks

- Guide employees to refer to the Relocation Management Software for information on employee relocation benefits and programmes, work permits, visa, tax implications and documentation required for an international workforce

- Manage the system rules for processing of submitted employee relocation benefits claims to ensure accurate disbursements via the Relocation Management Software

- Liaise with organisation's vendors and partners on employee relocation benefits design and financials

- Generate employee relocation benefits claims reports and dashboards for data analysis and visualisation

- Analyse data on employee demographics, relocation costs, utilisation of employee relocation benefits and employee feedback to support review of employee relocation benefits programmes and provide recommendations on areas for improvement

Enhanced HR Functions:

❌ Performance and Rewards

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Workforce Management Software

Workforce Management Software enable organisations to plan, track and optimise their allocation of labour resources. These software manage employee scheduling, process leave and track attendance to ensure business functions operate smoothly.

⊡ Technology Features:

- Stores and/or retrieves details on work shifts, approved leaves, employee competencies and job roles to facilitate scheduling of employees for shifts

- Tracks the attendance and work hours of employees

- Generates employee work schedules and report on workforce efficiency

- Highlights shortfalls and surpluses in projected and actual headcount (in terms of workforce capacity and capability) of work schedules

Benefits:

- Reduces the time and manual effort to administer work shift scheduling

- Enhances workforce efficiency by optimising work scheduling based on the capacity and capability of employees

- Supports better workforce scheduling through the analysis of workforce management data and forecast of labour demand

Enhanced HR Functions: ✚ Performance and Rewards

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Enhanced HR Function: **Performance and Rewards**

The Performance and Rewards function drives the design and administration of the performance management and compensation and benefits practices of an organisation.

Non-exhaustive list

As-Is Tasks

- Liaise with business leaders to propose work schedules based on the current headcount, capabilities and availability of employees

- Advise senior business leaders on any current manpower shortfalls or surpluses

- Generate and communicate employee work schedules

- Update work schedule as required when employee leave applications and work hours are flagged to ensure compliance with employment contract and regulations

- Respond to routine employee queries on matters relating to work schedule

To-Be Tasks

- Collaborate with business leaders to model and refine the work schedules based on current workforce profile, and project the future skills demand and supply on the Workforce Management Software

- Advise senior business leaders on any current and future manpower shortfalls or surpluses

- Generate and trigger notification of employee work schedules via the Workforce Management Software

- Monitor system notifications on employee leave applications and work hours, and update work schedule as required to ensure compliance with employment contract and regulations

- Refer employees to the Workforce Management Software for information relating to work schedule

Enhanced HR Functions:

❌ Performance and Rewards

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🗣 Applicant Tracking Systems

Applicant Tracking Systems are centralised tools to raise requisitions for hire, accept job applications, consolidate and shortlist candidates, manage the progress to fill vacancies and communicate with stakeholders involved in the recruitment process. Data collected in the Applicant Tracking Systems can help HR to make better decisions around talent attraction and selection.

💻 Technology Features:

- Collects and stores resumes and other information on job applicants in a database
- Scans and ranks job applications based on specified criteria such as keywords, skills and years of experience
- Tracks the progress of job applications through the various stages of talent assessment and selection
- Facilitates communication with job applicants and stakeholders involved in the recruitment process through in-system messages and/or emails
- Generates reports on talent attraction and assessment data

♿ Benefits:

- Streamlines the recruitment process by automating the consolidation of job applications and progress tracking
- Reduces the time and manual effort required to scan and sort through job applications
- Reduces human bias and inconsistency in the shortlisting of job applications based on specified criteria
- Ensures a consistent experience for job applicants and stakeholders involved in the recruitment process
- Provides HR with data to assess the effectiveness of talent attraction and assessment practices

Enhanced HR Functions:

➕ Talent Attraction   ➕ HR Business Partner

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Enhanced HR Function: Talent Attraction

The Talent Attraction function plans, sources, selects and onboards employees through strategic workforce planning and recruitment efforts that are backed by the organisation's Employee Value Proposition.

Non-exhaustive list

📋 As-Is Tasks

- Contact potential candidates to solicit individuals' interest in available positions
- Collect information on potential new hires to support the selection processes
- Maintain database of potential hires
- Conduct initial screening of job applications' resumes and relevant skill qualifications
- Liaise with job applicants to administer selection process and assessments
- Document assessment results in an applicant bank
- Communicate employment offers to candidates

✅ To-Be Tasks

- Trigger communication to potential candidates in database to solicit individuals' interest in available positions
- Manage the information submitted by potential new hires to support the selection processes
- Utilise system filtering functionalities to shortlist candidates based on specified criteria
- Administer selection process and assessments, track progress of job applicants and document assessment results via the Applicant Tracking System
- Analyse all information gathered from the screening and assessment process to support hiring managers in making decisions on offers of employment
- Generate and communicate employment offers to candidates on the Applicant Tracking System
- Analyse the effectiveness of talent attraction and assessment practices

Enhanced HR Functions:

❌ Talent Attraction

➕ HR Business Partner

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Enhanced HR Function: **HR Business Partner**

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

Non-exhaustive list

📋 As-Is Tasks

- Guide hiring managers in the selection of candidates with the right competencies, experience and culture fit through effective screening and assessment processes

☑️ To-Be Tasks

- Guide hiring managers to specify the right competencies, experience and culture fit for the shortlisting of candidates

- Review the effectiveness of the screening and assessment processes for the vacancies and desired employee profiles of the business unit

Enhanced HR Functions:

➕ Talent Attraction   ✖️ HR Business Partner

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🖥️ Candidate Screening Programmes

Candidate Screening Programmes facilitate the reviews of job applicants by customising, standardising and centralising a variety of checks on the candidates' identity, references, employment history, criminal records and financial records.

💻 Technology Features:

- Supports customised employment screening processes for job application candidates, including but not limited to education, criminal, employment and financial checks
- Solicits and stores authorisation/permission from candidates to access personal records
- Tracks progress of employment screening process
- Records screening outcomes in compliance to personal data protection regulations

♿ Benefits:

- Minimises risk of hiring new joiners who do not conform to the required employee profile, especially for roles that are deemed to be sensitive or required to work with vulnerable individuals
- Reduces the time and manual effort required to perform employment screening
- Ensures compliance to personal data protection regulations

Enhanced HR Functions:

➕ Talent Attraction

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Enhanced HR Function: Talent Attraction

The Talent Attraction function plans, sources, selects and onboards employees through strategic workforce planning and recruitment efforts that are backed by the organisation's Employee Value Proposition.

Non-exhaustive list

As-Is Tasks

- Conduct background search of job applicants to identify any critical issues
- Conduct reference document authenticity checks on the candidates
- Document results of background checks

To-Be Tasks

- Trigger background checks and reference document authenticity checks using the Candidate Screening Programme
- Maintain checks database and records for compliance and reporting purposes

Enhanced HR Functions:

❌ Talent Attraction

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Conversational AI Chatbots

Conversational AI Chatbots engage and respond to employees on basic HR queries and requests, alleviating manual effort for basic and routine transactions. All conversations with employees can be collected for analysis of key themes and to refine the chatbots' responses.

Technology Features:

- Able to process natural language and respond to basic queries and requests based on pre-defined rules
- Responds to employee queries and requests rapidly and in a consistent manner at all hours
- Able to escalate more complex or uncommon queries and requests for human intervention
- Collects and analyses data from queries and requests to improve future responses

Benefits:

- Reduces the manual time and effort required to handle common employee queries and requests
- Provides support to employees rapidly and at all hours
- Responses to queries and requests by the Conversational AI Chatbots improve over time with more data
- Frees up HR professionals' to focus on more complex queries and requests

Enhanced HR Functions:

➕ Talent Attraction

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Enhanced HR Function: **Talent Attraction**

The Talent Attraction function plans, sources, selects and onboards employees through strategic workforce planning and recruitment efforts that are backed by the organisation's Employee Value Proposition.

Non-exhaustive list

As-Is Tasks

- Respond to employee queries relating to talent attraction practices, including referral programme
- Respond to queries from potential new hires regarding job application and organisation
- Administer written assessments to potential new hires as part of the selection process

To-Be Tasks

- Develop and update list of responses to common queries and requests, relating to talent attraction practices and the organisation, to train the Conversational AI Chatbot
- Handle complex queries and requests from employees and potential new hires that have been escalated the Conversational AI Chatbot
- Analyse the results of written assessments that was administered by the Conversational AI Chatbot to potential new hires

Enhanced HR Functions: ⊗ Talent Attraction

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Data Analytics Tools

Data Analytics Tools assist HR to examine raw datasets and extract valuable insights on workforce trends and root causes, in order to adress issues and guide the development of initiatives.

Technology Features:

- Able to import, process and clean raw data
- Has in-built and customisable reporting, data visualisation and dashboarding functionalities
- Able to perform data analysis and modelling
- Controls access to personalised reports and dashboards based on audience profiles

Benefits:

- Reduces manual data processing and cleaning
- Enables the scaling of data analysis across data sets
- Enhances reporting, data visualisation and dashboarding for complex data analysis
- Supports insight creation through data analysis and modelling to drive action

Enhanced HR Functions: + Talent Attraction   + HR Business Partner

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Enhanced HR Function: **Talent Attraction**

The Talent Attraction function plans, sources, selects and onboards employees through strategic workforce planning and recruitment efforts that are backed by the organisation's Employee Value Proposition.

Non-exhaustive list

📋 As-Is Tasks

- Gather workforce planning information and report to business leaders on the range of resource planning options
- Gather data on assessment effectiveness for hiring decisions
- Gather data and feedback on the quality of onboarding experience
- Monitor the employee engagement level of new joiners
- Monitor the turnover rate of new joiners

✅ To-Be Tasks

- Analyse strategic workforce planning information and advise business leaders on the range of resource planning options
- Analyse assessment effectiveness for hiring decisions
- Analyse data and feedback on the quality of onboarding experience so as to take proactive actions to address areas for improvement in a timely manner
- Analyse the employee engagement level of new joiners to identify key drivers of engagement
- Analyse the turnover rate of new joiners to identify key reasons of leaving in order to continuously improve the way the organisation align expectations of the organisation and future new joiners

Enhanced HR Functions:

❌ Talent Attraction   ➕ HR Business Partner

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Enhanced HR Function: **HR Business Partner**

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

Non-exhaustive list

📋 As-Is Tasks

- Gather workforce planning information and report to business unit managers on the range of resource planning options

- Gather data on assessment effectiveness for hiring decisions made by the business unit

- Gather data and feedback on the quality of onboarding experience in the business unit

- Monitor the employee engagement level of new joiners of the business unit

- Monitor the turnover rate of new joiners of the business unit

✅ To-Be Tasks

- Analyse strategic workforce planning information and advise business unit managers on the range of resource planning options

- Analyse assessment effectiveness for hiring decisions made by the business unit

- Analyse data and feedback on the quality of onboarding experience in the business unit, so as to take proactive actions to address areas for improvement in a timely manner

- Analyse the employee engagement level of new joiners of the business unit to identify key drivers of engagement

- Analyse the turnover rate of new joiners of the business unit to identify key reasons of leaving in order to continuously improve the way the business unit align expectations of the business unit and future new joiners

Enhanced HR Functions:

➕ Talent Attraction   ❌ HR Business Partner

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🗪 HR Automation and Bots

HR Automation and Bots are technology-enabled automation that streamlines HR processes to reduce total time and alleviate manual efforts.

💻 Technology Features:

- Executes repetitive rule-based tasks performed in a digital environment (replicating human actions across application interfaces)
- Maintains an audit trail of tasks executed
- Notifies user of tasks that cannot be executed according to the rules set
- Able to run at all hours without breaks
- Able to execute tasks based on manual or scheduled trigger (unmonitored)

♿ Benefits:

- Reduces time and manual effort required to execute repetitive rule-based tasks
- Reduces human errors and inconsistencies for high-volume tasks
- Frees HR professionals from non-value added tasks to focus on more strategic responsibilities
- Streamlines processes by reducing steps and handover points through automation
- Improves productivity by leveraging low activity periods to complete tasks while avoiding interference with other actions

Enhanced HR Functions:

➕ Talent Attraction

HR JR TOOLKIT

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Enhanced HR Function: Talent Attraction

The Talent Attraction function plans, sources, selects and onboards employees through strategic workforce planning and recruitment efforts that are backed by the organisation's Employee Value Proposition.

Non-exhaustive list

📋 As-Is Tasks

- Request and collate information on job applicants to support the selection processes
- Liaise with job applicants to administer selection processes and assessments
- Prepare employment offer letters and contracts, following standard templates and regulations
- Communicate employment offers to candidates
- Prepare personal files for new hires
- Coordinate the access set up for new hires

☑ To-Be Tasks

- Provide input on process automation rules pertaining to recruitment and selection processes
- Check input for accuracy to ensure proper processing of automated tasks
- Trigger automated processes (as required)
- Resolve any error notifications by the automation platform to ensure smooth running of bot

Enhanced HR Functions:

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Human Resources Information Systems (HRIS)

Human Resources Information Systems (HRIS) centralise workforce information, streamline administrative tasks and serve as a single source of reference for HR operations and data. The systems store, track and manage data including employee information, HR policies and organisational structure.

Technology Features:

- Stores and maintains updated employee data in a centralised database
- Captures organisational structure and workforce information, in the form of roles and reporting lines, to facilitate workflows
- Supports HR compliance by managing access to employee data, and flagging missing or outdated information
- Generates pre-configured reports pertaining to workforce and HR operations
- Generates pre-configured HR documentation based on information stored in system

Benefits:

- Avoids conflict in information across HR operations and other functions by serving as a single source of truth for employee data
- Reduces the time and manual effort required for administrative HR tasks by streamlining data and workflow management
- Reduces human errors and inconsistencies in employee data and workflow management
- Ensures HR compliance and fairness by adhering to pre-set system rules when managing employee data and eligibility (per HR policies)

Enhanced HR Functions:

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Enhanced HR Function: Talent Attraction

The Talent Attraction function plans, sources, selects and onboards employees through strategic workforce planning and recruitment efforts that are backed by the organisation's Employee Value Proposition.

Non-exhaustive list

As-Is Tasks

- Prepare personal file for new hires
- Coordinate the access set up for new hires by referring to access grants guidelines
- Gather information on employees' job requirements for development of job descriptions

To-Be Tasks

- Prepare personal file for new hires on the HRIS
- Coordinate the access set up for new hires via the HRIS
- Gather information on employees' job requirements from HRIS for development of job descriptions

Enhanced HR Functions:

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🖥 Job Boards

Job Boards are websites where organisations advertise job openings to increase their outreach to candidates. Different Job Boards (specialised and non-specialised platforms) allow organisations to target different demographics and maximise their chances of attracting qualified candidates.

🖳 Technology Features:

- Supports the online posting of job advertisements to attract applications from job seekers
- Facilitates submission of job applications and consolidates the applications for the consideration of hiring professionals
- Features information on hiring organisations
- Hosts a database of job seekers and hiring organisations to match the supply of the talent market to the demand

♿ Benefits:

- Increases visibility of job vacancies and improves access to job seekers who may be a good fit for the vacancies
- Introduces organisation to job seekers and showcases employer branding to attract potential new hires

Enhanced HR Functions:

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Enhanced HR Function: Talent Attraction

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Non-exhaustive list

📋 As-Is Tasks

- Execute talent outreach activities according to a plan
- Collect information on potential new hires to support the selection processes
- Maintain database of potential hires

✅ To-Be Tasks

- Execute talent outreach activities, including creating and maintaining job advertisements on Job Boards
- Utilise database of Job Boards to source for candidates and collect information on potential new hires

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🖥 Onboarding Platforms

Onboarding Platforms facilitate the assimilation of new hires into the company and allow the HR team to manage a consistent onboarding experience while tracking the progress of each new hire on their onboarding journey.

🖥 Technology Features:

- Hosts and disseminates onboarding information to new hires, in order to help them transition smoothly into the organisation
- Coordinates the administration of onboarding activities and tracks the progress of onboarding
- Stores completion records for critical onboarding activities, such as mandatory learning and declarations
- Supports differentiated onboarding processes based on the profile of the job role or new joiner

♿ Benefits:

- Reduces the time and manual effort required to administer and track onboarding activities
- Improves employees' onboarding experience through early engagement and tailored onboarding journeys
- Reduces employee downtime during onboarding process by ensuring critical information are provided in a timely and consistent manner
- Ensures compliance for mandatory onboarding activity through progress tracking and automated reminders

Enhanced HR Functions:

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Enhanced HR Function: **Talent Attraction**

The Talent Attraction function plans, sources, selects and onboards employees through strategic workforce planning and recruitment efforts that are backed by the organisation's Employee Value Proposition.

Non-exhaustive list

As-Is Tasks

- Deliver orientation programmes for new joiners to help them be familiarised with the organisation

- Provide administrative and coordination support for new joiners' onboarding

- Gather ad hoc feedback from new hires on their onboarding experience

To-Be Tasks

- Design and trigger the delivery of differentiated orientation programmes for new joiners to facilitate their onboarding experience and help them to be familiarised with the organisation

- Analyse data and feedback on the quality of onboarding experience

- Monitor the employee engagement level of new joiners to identify key drivers of engagement

Enhanced HR Functions:

✕ Talent Attraction

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Online Assessment Tools

Online Assessment Tools support the recruitment process by customising and administering pre-employment assessments, the results of which can be analysed to make better talent selection decisions. A variety of Online Assessment Tools allow the evaluation and selection of candidates on different criteria in a scalable and unbiased manner.

Technology Features:

- Supports one or a range of online talent assessment tools to evaluate the technical skills, aptitudes and personality-job fit of job application candidates
- Administers talent assessments based on the job role that is being hired for
- Reports on candidates' scores for the assessments to aid talent selection decisions

Benefits:

- Improves the effectiveness of the talent selection process by evaluating the suitability of job applicants through talent assessment(s)
- Reduces the time and manual effort required to administer talent assessments, especially for when there is a high volume of job applicants
- Reduces bias and inconsistencies that may result from manual administration of talent assessments
- Improves the recruitment experience for job applicants by enabling them to complete the online talent assessments at a time and place that is convenient for them

Enhanced HR Functions:

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Enhanced HR Function: Talent Attraction

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Non-exhaustive list

As-Is Tasks

- Gather information on available assessment tools
- Liaise with job applicants to administer selection process and assessments
- Document assessment results in an applicant bank for analysis and future reference
- Compile assessment results for all job applicants and send information to hiring managers

To-Be Tasks

- Advise hiring managers on the most suitable assessment tool(s) for the job role that is being hired for
- Trigger the administration of the selection process and assessments via the online assessment tools
- Analyse all information gathered from the screening and assessment process to support hiring managers in making decisions on offers of employment

Enhanced HR Functions: ✕ Talent Attraction

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🖥 Video Interviewing Platforms

Video Interviewing Platforms allow organisations to conduct interviews virtually via video, instead of by phone or in-person. They provide recruiters with an effective and flexible channel to facilitate job interviews and gather information from candidates.

💻 Technology Features:

- Supports live and recorded video interviews
- Enables customised interview questions based on the job role being hired for
- Stores video interviews for review by hiring professionals

♿ Benefits:

- Improves the effectiveness of the talent selection process by enabling virtual interviews
- Reduces the time and manual effort required to coordinate and conduct in-person interviews, especially for when there is a high volume of job applicants
- Improves the recruitment experience for job applicants by enabling them to complete any recorded video interviews at a time and place that is convenient for them

Enhanced HR Functions:

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Enhanced HR Function: Talent Attraction

The Talent Attraction function plans, sources, selects and onboards employees through strategic workforce planning and recruitment efforts that are backed by the organisation's Employee Value Proposition.

Non-exhaustive list

📋 As-Is Tasks

- Liaise with job applicants to coordinate and conduct in-person and phone interviews

☑️ To-Be Tasks

- Liaise with job applicants to coordinate and conduct in-person and video interviews
- Administer recorded video interviews and share recordings to support hiring managers in making decisions on offers of employment

Enhanced HR Functions: ❌ Talent Attraction

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Career Management and Succession Planning Software

Career Management and Succession Planning Software assist organisations in tracking employees' career progression, skills and experiences to develop and retain internal talent. These software also support organisations in their strategic workforce planning and succession planning by identifying current and future workforce needs and gaps.

Technology Features:

- Captures details of the organisational structure and job roles of an enterprise
- Supports career planning for employees by mapping out potential career progressions, and the skills and experiences required to make these career moves
- Models the supply and demand of the workforce as part of the strategic workforce planning for the enterprise
- Identifies critical roles in the enterprise for succession planning and potential successors to these roles
- Tracks the career and skills development of employees to ensure that they are on track to meet the talent management and succession planning outcomes

Benefits:

- Builds a strong internal talent pipeline by identifying and supporting the development of talents
- Enhances talent retention and development efforts by mapping clear career opportunities for employees
- Motivates employees by aligning their aspirations to the workforce needs of the enterprise
- Ensures business continuity and sustainable business growth through proactive succession planning for critical roles

Enhanced HR Functions:

⊕ Talent Management   ⊕ HR Business Partner

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Enhanced HR Function: Talent Management

The Talent Management function grooms talent to meet current and future business needs through career management and talent management programmes, such as high-potential development and succession planning.

Non-exhaustive list

📋 As-Is Tasks

- Identify the current capabilities of talents and the capabilities required for the future

- Plan and execute talent assessments and talent development programmes to meet the current and future organisation need

- Identify high-potentials and earmark them for career progressions

- Document critical roles identified in the organisation and potential successors

- Implement and track progress of succession plans based on sensing of business leaders

✅ To-Be Tasks

- Assess the current capabilities of talents versus the capabilities required for the future to provide insights on potential gaps, and recommend ways to address the gaps through a talent management programme

- Plan and execute talent management framework and processes to identify, develop and retain talent to meet the current and future organisation needs

- Implement high-potential programmes with structured capability development and career progression plans

- Map business-critical roles of the business leadership and pivotal positions of operational management to assess the organisation's vulnerabilities

- Identify potential successors and implement structured and customised succession plans

- Track progress of potential successors through their skills development, career progressions and performance

Enhanced HR Functions:

❌ Talent Management   ➕ HR Business Partner

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Enhanced HR Function: HR Business Partner

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

Non-exhaustive list

📋 As-Is Tasks

- Coach employees to refer to career development policy, framework and programmes for career progression in the organisation

- Guide senior management to implement succession plans by identifying and grooming individuals to take over leadership roles within the organisation

☑️ To-Be Tasks

- Coach employees to utilise the career management software for career planning that is aligned to the organisation's career development policy, framework and programmes

- Guide senior management to identify and groom potential successors to leadership roles based on their performance and skills profile

- Coach business leaders to align career goals, aspirations and rotations of the workforce with the business strategy of the organisation

Enhanced HR Functions:

➕ Talent Management   ✖️ HR Business Partner

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Competency Management Software

Competency Management Software facilitate the definition and identification of skills that are key to the job roles of an organisation. These software also track the availability of identified skills in the market and within the organisation, which guide decisions around talent management and development.

Technology Features:

- Able to import and reference existing competency frameworks
- Supports the development and update of the organisational competency framework, which maps out the expected skills of job roles
- Captures the skills possessed by employees and the skills supply at the organisational level
- Highlights skills gaps of employees in their current and future job roles
- Maps skills to relevant learning and development programmes

Benefits:

- Enhances competency building efforts for the organisation by defining the skills required of employees in their respective job roles and the supply and demand of capabilities at the organisational level
- Supports personalised learning plans for targeted competency development based on identified skills gaps
- Facilitates career planning and succession planning by highlighting the skills required of employees who are being considered for the target role

Enhanced HR Functions:

⊕ Talent Management   ⊕ HR Business Partner

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Enhanced HR Function: Talent Management

The Talent Management function grooms talent to meet current and future business needs through career management and talent management programmes, such as high-potential development and succession planning.

As-Is Tasks

- Identify the current capabilities of talents and the capabilities required for the future

- Plan and execute talent assessments and skills development programmes to meet the current and future organisation need

To-Be Tasks

- Assess the current capabilities of talents versus the capabilities required for the future to provide insights on potential gaps, and recommend ways to address the gaps through a talent management programme

- Plan and execute talent management framework and processes to identify, develop and retain talent to meet the current and future organisation needs

- Develop customised learning and development strategies, plans and curricula to improve overall workforce capabilities for current and future roles, and to promote lifelong learning

- Implement high-potential programmes with structured capability development and career progression plans

Enhanced HR Functions:

⊗ Talent Management

⊕ HR Business Partner

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Enhanced HR Function: HR Business Partner

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

Non-exhaustive list

As-Is Tasks

- Define learning and development needs based on business needs

- Guide senior management to implement succession plans by identifying and grooming individuals to take over leadership roles within the organisation

To-Be Tasks

- Define learning and development needs based on business needs and staff capabilities

- Guide senior management to identify and groom potential successors to leadership roles based on their performance and skills profile

Enhanced HR Functions:

(+) Talent Management   (X) HR Business Partner

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Conversational AI Chatbots

Conversational AI Chatbots engage and respond to employees on basic HR queries and requests, alleviating manual effort for basic and routine transactions. All conversations with employees can be collected for analysis of key themes and to refine the chatbots' responses.

Technology Features:

- Able to process natural language and respond to basic queries and requests based on pre-defined rules

- Responds to employee queries and requests rapidly and in a consistent manner at all hours

- Able to escalate more complex or uncommon queries and requests for human intervention

- Collects and analyses data from queries and requests to improve future responses

Benefits:

- Reduces the manual time and effort required to handle common employee queries and requests

- Provides support to employees rapidly and at all hours

- Responses to queries and requests by the Conversational AI Chatbots improve over time with more data

- Frees up HR professionals' to focus on more complex queries and requests

Enhanced HR Functions:

➕ Talent Management

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Enhanced HR Function: Talent Management

The Talent Management function grooms talent to meet current and future business needs through career management and talent management programmes, such as high-potential development and succession planning.

Non-exhaustive list

As-Is Tasks

- Respond to employee queries relating to talent assessment
- Respond to employee queries relating to exit and retirement processes

To-Be Tasks

- Develop and update list of responses to common queries and requests, relating to talent assessment and exit processes, to train the Conversational AI Chatbot
- Handle complex employee queries and requests that have been escalated the Conversational AI Chatbot

Enhanced HR Functions:

✕ Talent Management

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Data Analytics Tools

Data Analytics Tools assist HR to examine raw datasets and extract valuable insights on workforce trends and root causes, in order to adress issues and guide the development of initiatives.

Technology Features:

- Able to import, process and clean raw data
- Has in-built and customisable reporting, data visualisation and dashboarding functionalities
- Able to perform data analysis and modelling
- Controls access to personalised reports and dashboards based on audience profiles

Benefits:

- Reduces manual data processing and cleaning
- Enables the scaling of data analysis across data sets
- Enhances reporting, data visualisation and dashboarding for complex data analysis
- Supports insight creation through data analysis and modelling to drive action

Enhanced HR Functions:

(+) Talent Management   (+) HR Business Partner

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Enhanced HR Function: Talent Management

The Talent Management function grooms talent to meet current and future business needs through career management and talent management programmes, such as high-potential development and succession planning.

Non-exhaustive list

As-Is Tasks

- Gather feedback on the effectiveness of the organisation's career development framework, policy, and programmes in shaping workforce's career progression and recommend areas for improvement

- Monitor the costs and effectiveness of career development programmes against people engagement and turnover rate

- Gather talent related data on the effectiveness of talent management programmes, incorporating feedback from individuals in the programme and stakeholders for continuous improvement

- Collect data on the business impact of redundancy on the organisation to ensure redundancy-related enterprise risks are considered and addressed

- Collect data on the business impact of retirement on the organisation to ensure enterprise-related enterprise risks are considered and addressed

To-Be Tasks

- Analyse feedback on the effectiveness of the organisation's career development framework, policy, and programmes in shaping the workforce's career progression and recommend areas for improvement

- Analyse the costs and effectiveness of career development programmes against people engagement and turnover rate

- Analyse talent related data to derive insights on the effectiveness of talent management programmes, incorporating feedback from individuals in the programme and stakeholders for continuous improvement

- Evaluate the business impact of redundancy on the organisation to ensure redundancy-related enterprise risks are considered and addressed

- Evaluate the business impact of retirement on the organisation to ensure enterprise-related enterprise risks are considered and addressed

Enhanced HR Functions:

❌ Talent Management   ➕ HR Business Partner

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Enhanced HR Function: HR Business Partner

The HR Business Partner function provides HR consulting to the business by aligning HR policies and procedures to support the organisation's overall business strategy.

Non-exhaustive list

As-Is Tasks

- Gather feedback on the effectiveness of the organisation's career development framework, policy, and programmes from respective business units

- Monitor the costs and effectiveness of career development programmes against people engagement level and turnover rate of the business unit

- Gather talent related data on the effectiveness of talent management programmes for the business unit, incorporating feedback from individuals in the programme and stakeholders for continuous improvement

- Collect data on the business impact of redundancy on the business unit to ensure redundancy-related enterprise risks are considered and addressed

- Collect data on the business impact of retirement on the business unit to ensure enterprise-related enterprise risks are considered and addressed

To-Be Tasks

- Analyse feedback on the effectiveness of the organisation's career development framework, policy, and programmes in shaping the business unit workforce's career progression and recommend areas for improvement

- Analyse the costs and effectiveness of career development programmes against people engagement and turnover rate of the business unit

- Analyse talent related data to derive insights on the effectiveness of talent management programmes for the business unit, incorporating feedback from individuals in the programme and stakeholders for continuous improvement

- Evaluate the business impact of redundancy on the business unit to ensure redundancy-related enterprise risks are considered and addressed

- Evaluate the business impact of retirement on the business unit to ensure enterprise-related enterprise risks are considered and addressed

Enhanced HR Functions:

(+) Talent Management   (✕) HR Business Partner

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HR Automation and Bots

HR Automation and Bots are technology-enabled automation that streamlines HR processes to reduce total time and alleviate manual efforts.

HR Technology Solutions

- Career Management and Succession Planning Software
- Competency Management Software
- Conversational AI Chatbots
- Data Analytics Tools
- **HR Automation and Bots**
- Human Resources Information Systems (HRIS)
- Offboarding Software
- Online Mentoring Platforms

Technology Features:

- Executes repetitive rule-based tasks performed in a digital environment (replicating human actions across application interfaces)
- Maintains an audit trail of tasks executed
- Notifies user of tasks that cannot be executed according to the rules set
- Able to run at all hours without breaks
- Able to execute tasks based on manual or scheduled trigger (unmonitored)

Benefits:

- Reduces time and manual effort required to execute repetitive rule-based tasks
- Reduces human errors and inconsistencies for high-volume tasks
- Frees HR professionals from non-value added tasks to focus on more strategic responsibilities
- Streamlines processes by reducing steps and handover points through automation
- Improves productivity by leveraging low activity periods to complete tasks while avoiding interference with other actions

Enhanced HR Functions:

+ Talent Management

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Enhanced HR Function: Talent Management

The Talent Management function grooms talent to meet current and future business needs through career management and talent management programmes, such as high-potential development and succession planning.

Non-exhaustive list

📋 As-Is Tasks

- Communicate talent assessment procedure to employees
- Collate assessment data for further evaluation
- Share employees' assessment results with their line managers
- Prepare reports on succession planning activities

☑️ To-Be Tasks

- Provide input on process automation rules pertaining to talent assessment and succession planning processes
- Check input for accuracy to ensure proper processing of automated tasks
- Trigger automated processes (as required)
- Resolve any error notifications by the automation platform to ensure smooth running of bot

Enhanced HR Functions: ✖ Talent Management

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🖥 Human Resources Information Systems (HRIS)

Human Resources Information Systems (HRIS) centralise workforce information, streamline administrative tasks and serve as a single source of reference for HR operations and data. The systems store, track and manage data including employee information, HR policies and organisational structure.

🖥 Technology Features:

- Stores and maintains updated employee data in a centralised database

- Captures organisational structure and workforce information, in the form of roles and reporting lines, to facilitate workflows

- Supports HR compliance by managing access to employee data, and flagging missing or outdated information

- Generates pre-configured reports pertaining to workforce and HR operations

- Generates pre-configured HR documentation based on information stored in system

♿ Benefits:

- Avoids conflict in information across HR operations and other functions by serving as a single source of truth for employee data

- Reduces the time and manual effort required for administrative HR tasks by streamlining data and workflow management

- Reduces human errors and inconsistencies in employee data and workflow management

- Ensures HR compliance and fairness by adhering to pre-set system rules when managing employee data and eligibility (per HR policies)

Enhanced HR Functions:

➕ Talent Management

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Non-exhaustive list

As-Is Tasks

- Maintain records of job roles held and career movements in employee personal files

- Support identification of high-potentials and potential successors for critical roles by referencing employee profiles

- Maintain employee exits and retirement records in employee personal files

To-Be Tasks

- Maintain records of job roles held and career movements in HRIS

- Support identification of high-potentials and potential successors for critical roles by shortlisting suitable employee profiles on HRIS

- Maintain employee exits and retirement records in HRIS

Enhanced HR Functions:

❌ Talent Management

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Offboarding Software

Offboarding Software coordinate, standardise and streamline the offboarding process for employees and HR by reducing the administrative work necessary for employee exits and terminations. These software also assist to deliver exit interview surveys and help organisations gain insight into reasons for employees' departures.

Technology Features:

- Administers and tracks progress of employee exit and termination process
- Coordinates employee exit and termination activities across functions, such as equipment collection and termination of access rights
- Reports on reasons for employee exit and termination

Benefits:

- Streamlines employee exit and termination process by reducing the time and manual effort required to administer employee exit and termination process
- Improves employee experience with a clear and consistent exit and termination process
- Enables actionable insights through the analysis of data on the reasons for employee exit and termination

Enhanced HR Functions:

+ Talent Management

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Non-exhaustive list

As-Is Tasks

- Manage employee exit processes, including conducting exit interviews and administering exit clearance procedures

- Ensure employee exit formalities are complete before employee leaves

- Maintain employee exits and retirement records

- Compile and report on feedback gathered from exit interviews

To-Be Tasks

- Trigger offboarding system to administer employee exit processes, including administering exit surveys and exit clearance procedures

- Formulate and maintain a checklist of exit formalities that are tracked and completed on the offboarding system

- Generate report on employee exits and retirement records

- Analyse feedback gathered from exit surveys and interviews, and provide recommendations for talent retention

Enhanced HR Functions:

❌ Talent Management

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📱 Online Mentoring Platforms

Online Mentoring Platforms facilitate the development of supportive and structured relationships between mentors and wards to accelerate skills development and knowledge-transfer.

🖥 Technology Features:

- Matches mentors and wards based on specified criteria such as areas of interest, job function and career aspirations of ward
- Facilitates communication and knowledge sharing between mentors and wards
- Tracks progress and engagement to the mentoring relationship
- Collects feedback on the mentoring relationship and roles

♿ Benefits:

- Streamlines the management of mentoring programmes by reducing the time and manual effort required to administer and coordinate mentoring initiatives
- Supports talent development and knowledge transfer between mentors and wards
- Enhances employee engagement by strengthening relationships between mentors and wards in the workplace

Enhanced HR Functions:

➕ Talent Management

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Non-exhaustive list

As-Is Tasks

- Implement structured mentorship programme
- Track progress of mentorship programme
- Coordinate the recruitment and matching of mentors and wards
- Prepare reports on mentorship activities and feedback received

To-Be Tasks

- Leverage the online mentoring platform to administer and track progress of the structured mentorship programme
- Review the matching of mentors and wards based on pre-configured rules or filters on the online mentoring platform
- Analyse feedback and engagement metrics on mentorship activities to evaluate effectiveness of the mentorship programme and areas for improvement

Enhanced HR Functions: ✕ Talent Management

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